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# VIEWPOINT

BY PHIL ALSOP, EDITOR

## Is 2025 all about AI?

THE UK Government's recent high profile backing of the AI Opportunities Action Plan is just one of many recent indicators as to just how all-consuming artificial intelligence is set to become in the months and years ahead. Only slightly less well-publicised was a certain Mr Musk's somewhat startling pronouncement (with so many to choose from!) that AI companies have run out of data for training their models. I haven't read an explanation as to what this means for AI moving forwards, although the suggestion seems to be that synthetic data can fill the gap left by the lack of real world data - begging the question, to me at least, as to how artificially created data is in any way useful, or accurate, when it comes to training AI – especially if such data has, presumably, been generated by AI...

And there you have the opportunity and the confusion which continues to surround AI across the globe. I think it is safe to say that, rightly or wrongly (only time will tell) AI is being treated as an overwhelming force for good, with the naysayers increasingly being sidelined.

All of which means that, in case you were in any doubt, the enterprise AI opportunity is huge. This, in turn, means that the MSP AI opportunity is potentially colossal. Especially when one considers the findings of the recent Technology Consulting Market Report from Source Global Research – the main ones being that 87% of tech consulting clients surveyed had undergone a digital transformation, with 92% turning to external help for their transformation; and that the happiest consulting clients were the ones that hired technology consulting companies.

And what is an MSP, if not a technology consultant or expert adviser?

If we assume that the folks who used consultants to help with their digital transformation programmes are equally likely to engage outside help when it comes to the complications of AI, then there's a whole business world out there just waiting for the right advice – and, importantly, the right solutions. In other words, where consultants tend only to consult, MSPs not only consult, they also deliver the technology solutions to deliver on their consultation findings.

All that remains (!) is for MSPs to decide at what level they wish to engage with AI on behalf of their customers. In other words, what value can they deliver? For now, at least, I would suggest that the consulting role is a sweet spot – helping customers to understand what are the AI options available to them and, critically, working out which ones are best suited to their individual businesses – employees, customers and wider supply chain. Important choices need to be made.

For example, huge, global corporations may be able to 'fob off' their customers with inadequate chatbots – safe in the knowledge that their competitors are doing likewise, everyone loses a certain percentage of exasperated consumers, but gains a similar amount from the poor customer service merry-go-round. However, organisations who cannot afford to treat their customer bases with such disdain need to think long and hard as to when and where to deploy chatbots, if at all.



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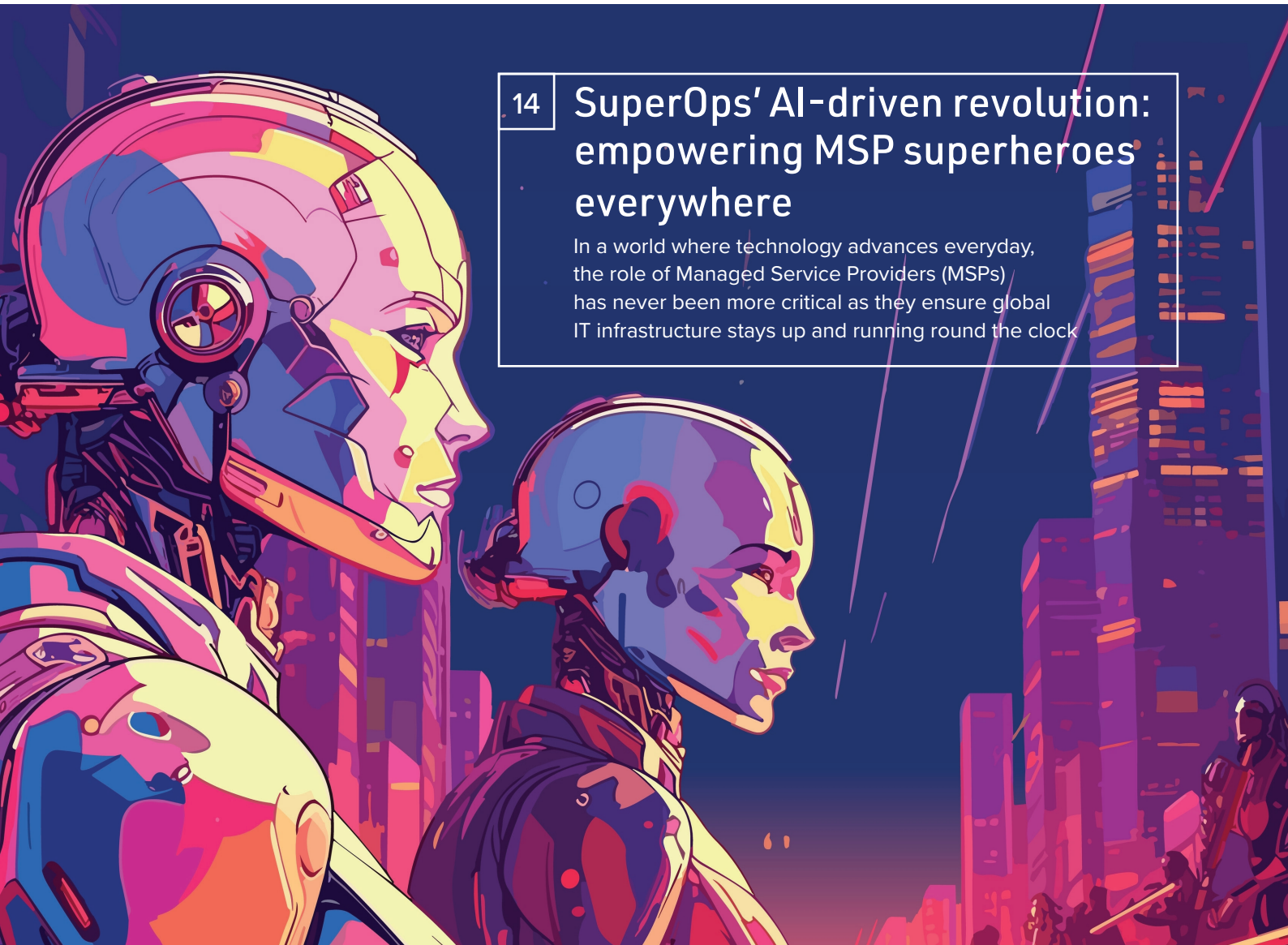
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# 72% of data leaders fear failure to adopt AI will result in competitive disadvantage

77% cite increasing operational efficiency as the main strategic and spending priority for 2025.

DATA LEADERS continue to face ongoing challenges with the rapid evolution of technology as 74% of organisations report they have implemented some AI-based solutions, yet only 33% have embedded them company-wide.

Data leaders anticipate AI-led benefits but struggle with institutional constraints. The findings in the Ataccama Data Trust Report 2025: Trustworthy AI Strategies for Data Visionaries indicate blockers for AI adoption include data privacy and security concerns (43%), high maintenance costs (37%) and steep implementation costs (33%).



Despite this, the consequences of not implementing AI weigh heavily on 54% of all respondents and, in particular, 72% of data strategy decision-makers, who worry it will cost them their competitive edge.

Among the anticipated benefits of AI, 57% believe it will transform customer services (57%); this was pronounced in smaller organisations with annual revenues under \$1 billion (73%) and in enterprises at more advanced stages of AI adoption (71%).

Data leaders are also optimistic about AI's impact for transforming product and services innovation (42%) and marketing and sales (39%), which indicates why exploring AI is a data management

priority for data strategy primary decision-makers (54%).

Trustworthy AI relies on clean, quality data, so it's unsurprising that heads of data cite improving data quality and accuracy (51%) to be an immediate priority, and also report that managing large volumes of data (30%) is among the top challenges CDOs face in their organisations today.

Mike McKee, Chief Executive Officer, Ataccama, said, "In today's AI-powered world, having trustworthy data will enable organisations to use AI tools to accelerate outcomes like operational efficiency, customer service innovation, and competitive differentiation, and transform external forces like regulatory compliance into strategic advantages. For this reason, data trust is not just the foundation of successful AI implementation - it's the engine that supports thriving, future-ready businesses. Improving data quality and accuracy emerges as a top priority for business and data leaders next year, as organisations capitalise on data quality to ensure better internal reporting, fuel improved decision-making capabilities, and seize competitive advantage."

While data quality is a top data management priority for 51% of respondents, it is significantly higher for insurance companies at 68%. Insurers view improved operational efficiency (68%) as a key driver for AI adoption, also reporting that increased efficiency and productivity (74%) and increased competitive advantage (51%) are some of the top anticipated benefits of AI usage. Although data leaders in insurance have a high level of executive support for their programs, a number do report a degree of resistance from COOs, Chief Digital Officers, and Chief Analytics Officers (15% each). Healthcare organisations are particularly likely to face AI-related

challenges. While nearly half (45%) rank AI implementation as a hurdle, 50% of healthcare respondents struggle to keep up with rapid technological advances overall with integrating legacy systems (63%) a particular obstacle in this sector.

Despite these challenges, their outlook remains positive with 58% viewing AI as a pivotal tool for predictive analytics, enhancing data analysis and decision-making processes. With the high volume of sensitive data collected in healthcare organisations, ethical considerations are a key issue for respondents in this industry, ranking as a concern for 39% compared to one-fifth (19%) of all respondents. This does not interfere with implementation, however, as the primary drivers for AI adoption in healthcare are considered to be improved operational efficiency (52%) and enhanced decision-making (42%), while for a quarter (26%) of respondents, reducing human error is a key motivation. The primary anticipated benefit of adoption is innovation (45%).

"With 77% of companies implementing some form of AI reporting successful projects, it's clear that AI investment promises to deliver results for most organisations. This indicates that those yet to scale AI usage or build robust strategies risk falling behind competitors who are already using AI effectively to drive efficiency, innovation and growth. The variation between sector-specific drivers and anticipated benefits of AI illustrates how organisations are starting to apply it to specific industry use cases such as fraud detection in banking or improved diagnostics in healthcare. Ataccama is in a strong position to help these organisations make decisions faster with trusted data with our Ataccama ONE unified platform," said Jay Limburn, Chief Product Officer, Ataccama.

# Half of executives feel overwhelmed by the sheer volume of data and dashboards they receive daily

Only 45% of business data is fully utilised in decision-making, while 34% of business leaders state there simply are not enough hours to analyse the data they receive effectively.

ACCORDING to new research from TheyDo, business leaders are increasingly dependent on dashboards but drowning in uncertainty due to lack of time to scrutinise data and false confidence in the insights used to inform decision-making. Overwhelmed by the volume of information they receive daily, 77% of executives admit they only sometimes or rarely question the data they rely on daily, despite 67% worrying that over-reliance on static dashboards risks missing critical opportunities.

These are the key findings from Data, Decisions, and Doubt: A 2025 Leadership Perspective, a report based on a survey of 500 senior decision-makers across the US, UK, and the Netherlands conducted by collaborative customer journey management platform TheyDo.

AI promises transformative potential, offering deeper analysis, predictive insights, and enhanced productivity. Business adoption rates are rising

steadily alongside fears that unlocking more data and insights will only worsen data overload and exacerbate doubt about the integrity of insights that inform decisions.

The survey discovered high levels of dashboard dependency. Half of leaders confided they feel overwhelmed by the data and dashboards they encounter daily, while most leaders monitor an average of five metrics to measure their department's success. Time is a critical factor, with 34% stating they lack the time needed to analyse the data they receive effectively. Concerns are also high that decisions are made based on false pretences or are misguided, with just 45% of business data fully utilised in decision-making. Collaboration is another weak spot: 41% of leaders admit they rarely involve other departments, leading to fragmented insights and poor coordination.

The survey also uncovered an AI paradox. Although 28% have integrated AI into their processes, AI integration



risks adding to data overwhelm and fears of misplaced trust in insights. 28% of business leaders feel they are not leveraging its full capabilities, citing integration issues (30%), insufficient AI-ready data (28%), and security concerns (53%).

The report calls for a shift in data management, advocating for journey management tools that unify insights across departments and promote real-time, actionable strategies rather than reliance on static, narrow-view dashboard insights.

## Less than a fifth of IT professionals say cloud infrastructure meets their needs

ACCORDING to new data from SolarWinds, less than one in five (18%) IT professionals believe their present cloud infrastructure satisfies their business needs, indicating a large disconnect between expectations and reality when it comes to cloud adoption.

The research, based on a survey of 272 global IT professionals, shows that despite the cloud's promises of scalability and cost savings, the reality is mixed for many IT teams: only a quarter of those surveyed (25%) feel their organisation's approach to the cloud is carefully considered and successful,

while 23% admit their hybrid cloud strategy has created an overly complex IT environment. Despite this, less than a quarter (22%) of respondents have invested in external IT services to help with cloud migration strategy.

In response to these cloud challenges, more than one in ten (16%) respondents have already repatriated workloads back to on-premises.

Meanwhile, a further 12% acknowledge that poorly planned cloud transitions have already resulted in long-term financial impacts on their organisations.

This goes to show that rushed cloud migrations can lead to costly fixes or reversals.

The data also indicates a lack of trust in cloud security, with nearly half (46%) of IT pros still storing their most sensitive data on-premises due to persistent security worries.

However, the findings do highlight a continued focus on cloud strategies with the aim of reducing costs. In fact, nearly a third (29%) of respondents say they are prioritising cloud migration to cut operational costs.



## Gap between goals and skills

Skillsoft has released new research exploring organizations' strategic priorities for 2025 and employees' preparedness to achieve them.

BASED on a survey of more than 2,100 full-time employees in the United States, United Kingdom, and Germany, the findings reveal that less than half (48%) of respondents have been informed of their organizations' strategic goals and priorities for the coming year. Of those that have been informed, only 40% say they are extremely clear about their role in achieving these goals, and just a third believe their skills strongly align with them.

Respondents said improving operational efficiency (48%), increasing revenue and profitability (46%), and enhancing the customer experience (39%) are their organization's top priorities for 2025. The lowest priorities are strengthening data privacy and security practices (17%), closing skill gaps (19%), and improving leadership and management (19%).

With this in mind, the top three challenges respondents expect their organization to face next year are talent acquisition and retention (31%), meeting customer expectations and satisfaction (28%), and effective leadership and management (27%). Nearly one-in-four (23%) also anticipate skill and competency gaps.

"Boosting operational efficiency, revenue, and customer satisfaction should undoubtedly be business priorities. However, it is nearly impossible to deliver on these goals without first breaking them down into measurable actions, clearly communicating these actions to their entire workforce early and often, and providing an environment where employees can develop new skills in service of this strategy," said Ciara Harrington, Chief People Officer, Skillsoft. "By creating a strong foundation of talent through training and a consistent strategy communications plan, employees will



be better prepared to adapt, innovate, and contribute to their organization's long-term success."

From rapid technological advancements to a new U.S. presidential administration on the horizon, the workplace will continue to shift in 2025, leading to just 23% of respondents saying they feel extremely prepared to handle future work-related challenges. Contributing to this uncertainty, a fifth of respondents identified the lack of training and skill development opportunities as their primary work-related challenge in the past year. Less than a third (31%) said they had received new training and upskilling opportunities or access to new technologies (e.g. GenAI tools) to achieve their professional goals.

To feel more prepared, respondents are primarily seeking personalized, role-based training options, more frequent and updated training, and access to mentoring and coaching. Beyond preparedness, respondents also saw stronger relationships with colleagues, increased confidence in tackling new challenges, and enhanced creativity and problem-solving skills after training and upskilling.

"Access to training and new technologies nurtures continuous learning and adaptability, empowering

employees to tackle future challenges," Harrington continued. "An investment in talent is an investment in the future of your company and its competitive edge."

Clear communication of goals and priorities is essential for organizations to foster workforce confidence and eliminate uncertainty.

Only 25% of respondents are extremely satisfied with their current roles, with those most dissatisfied pointing to feeling unprepared for future challenges (86%) and a lack of visibility into organizational goals (43%). Just 21% of respondents are extremely satisfied with the overall culture of their organization.

Gen Z respondents expressed greater feelings of workplace dissatisfaction (25%) compared to other age groups. 54% of respondents who are dissatisfied with their current roles are somewhat or extremely unsatisfied with company culture.

A majority (81%) of respondents dissatisfied with their role believe their skills are misaligned with their organizations' strategic priorities. Burnout and exhaustion (39%), decreased motivation/engagement (35%), and overwhelming workload and responsibilities (35%) were respondents' top work-related challenges over the past year. Investing in talent development can help build important time management skills while also providing another opportunity to engage and motivate the workforce. The result of the U.S. presidential election has myriad expected impacts on the workplace.

73% of respondents expect the results of the recent U.S. presidential election to have a slight to extreme degree of impact on their organization for the coming year.

# Execs expect outages

PagerDuty has released a study that reveals service disruptions remain a critical concern for IT and business executives, with 88% of respondents saying they believe another major incident will occur in the next 12 months.

PAGERDUTY surveyed 1,000 IT and business executives who were director level and above, from the U.S., U.K., Australia and Japan. The study's findings illustrate how critical it is for companies to implement efficient processes and strategies for preventing major incidents and mitigating damages, while maintaining customer trust.

The PagerDuty study found that the 2024 July global IT outage was a learning experience for organizations. In today's digitally connected world, IT outages can be caused by everything from cyberattacks to human error. 86% of executives surveyed now realize that they have been prioritizing security at the expense of readiness for service disruptions, causing changes within the company.

The reality is that a focus on preventing service disruptions, which can often be security-related, is imperative for organizations today. Preparedness in terms of people, process and culture is key to ensuring disruptions are minimized to limit revenue and reputational harm.

83% of business and IT executives admitted that the July global IT outage caught them off guard, exposing gaps in their preparedness for service disruptions. 89% of executives in the U.K., 84% in the U.S., 80% in Japan and 77% in Australia admit to being surprised by the disruptions.

Nearly half of IT executives (47%) believe that insufficient incident management planning will exacerbate the impact of major IT outages on their organizations, a concern shared by 41% of business executives, if approaches to service disruption are not prioritized.

"The PagerDuty study shows that executives around the globe are shifting their leadership priorities with



major incidents in mind, with 100% of those surveyed reporting a heightened focus on preparing for future service disruptions at their companies," said Eric Johnson, chief information officer at PagerDuty. "CEOs and their boards are now focused on this issue, and with the accelerated pace of AI and other advanced technologies being deployed, companies cannot afford to delay critical technology infrastructure updates."

Additionally, 55% of executives surveyed have observed a mindset shift towards continually evaluating and improving preparedness instead of a one-time move into investments in new systems or protocols that are now complete (45%).

#### Other key findings from the survey data include:

A strong majority of executives surveyed in the U.K. (91%), U.S. (89%), Australia (88%) and Japan (78%) believe that it's not a matter of "if" but "when" these service disruptions happen.

While some organizations were prepared for the digital disruption, others were not. Of those that were not

fully prepared, 37% of executives said the July global IT outage resulted in lost revenue or an inability to process sales transactions and delayed response times by 39% to customer or internal requests.

Organizations that experienced multiple service outages due to the July global IT disruption suffered communication breakdowns between departments (38%), delays in workflow and projects put on hold (35%). Overall, 39% of executives saw an impact on decision-making.

Nearly half in the U.S. (48%), Australia (48%), and the U.K. (47%), along with a majority in Japan (53%) believe that limited access to real-time data tools will further hinder their organizations during an outage, if approaches to service disruption are not prioritized.

For many who experienced disruptions during service incidents, the July global IT outage meant a return to the old ways of doing things, as 44% saw increased reliance on manual processes or workarounds following the incident, showing just how much organizations rely on digital tools.

# MSPs will invest in more AI security forecasting

Predictive maintenance and forecasting for security and failures will be a growing area for MSPs with an interest in security, says Nicole Reineke, AI Strategist at N-able.

WE HAVE already seen the adoption of anomaly detection for cyber threats and we will see more of this in other products. In my opinion, the use of AI for security forecasting will become its own field of study and its own set of products, moving from a feature within a product, to its own product.

Customers will start getting pickier with AI demands in 2025. When we first saw LLMs emerge two years ago, it wasn't that big of a deal if a prompt didn't return anything useful – it was a new technology, and people were just happy to play around with it. Now, customers are going to start demanding accuracy and start pushing for ethical oversight. Across the industry, we're already starting to see informed customers referring to generative AI as a security and ethics risk. To achieve reliable results, AI has to have enough information about users – but when you have this much information, security questions arise. Customers will demand transparency from MSPs, with clear explanations of AI usage, before they accept its use.

As customers push for this, vendors will prioritise AI tools with strict data privacy and security protocols to meet current and upcoming legislation.

AI talent will be in shorter supply. MSPs are already struggling with a talent shortage, and it's not going to get easier if they need to hire AI specialists. Talent with AI and LLM skills are in high demand and have high earning expectations. MSPs want to build their own agents and customer interfaces, or they may want to adopt AI built by others, and that will require AI understanding, prompt engineering skills, and large language model knowledge. Rather than hiring externally, MSPs need to think about their own employee base, and upskill and train their existing staff. They already have a technically adept workforce, so they have a head start.



We will also see MSPs leaning heavily on vendors to make up for a lack of AI expertise, demanding prebuilt, no code tools which create a workaround for talent shortages.

Much like we have security tabletop exercises now, for ransomware we can expect to see incident response plans to mitigate AI failures. MSPs will first conduct exercises themselves and then take this concept out to customers. Most MSPs are aware of the risks AI poses, but there are still some that use it without fully appreciating its issues and use it haphazardly. This will change very quickly in 2025 with new regulations to make sure IT organisations use AI safely. Part of meeting this regulation will be making sure there are incident response plans that treat the issue as seriously as any other breach.

One of the most transformative opportunities for MSPs in the AI space lies in the development and adoption of AI agents. These are task-oriented components integrated into generative AI solutions that enable automation of specific actions in meaningful and impactful ways. Unlike broader AI systems, these agents are finely tuned for distinct tasks—ranging

from proactive monitoring and ticket resolution to predictive analytics and compliance checks.

MSPs looking to enhance their internal operations or deliver more intelligent solutions to their customers will increasingly rely on these AI agents. By building AI agents tailored to their unique workflows and business models, MSPs can address challenges such as resource optimization, reducing manual workload, and improving service quality. For vendors, this shift represents a call to action. Much like N-able's Ecoverse and its open platform approach, which opens APIs for data access and action enablement, vendors will need to adopt strategies that facilitate seamless integration of AI agents with their products. Supporting task-oriented agents will mean providing not only robust APIs but also frameworks for secure, efficient interaction between AI and the underlying systems.

This evolution underscores a larger trend: AI isn't just about automation—it's about smart, actionable automation that aligns with business goals. MSPs and vendors who embrace AI agents as part of their generative AI ecosystems will be well-positioned to lead in an increasingly competitive landscape.



# Kaseya's State of MSP shows what makes a top-performing MSP

With profitability a major focus, MSPs are optimistic about growing their businesses in 2025.

KASEYA has released its 2025 State of the MSP Industry Look Ahead: Trends, Growth and Strategies for Success. MSPs reported profitability as a top focus in 2025 and are optimistic about their future growth. The report observes trends among top-earning MSPs that can be emulated by those looking for competitive advantages in the new year. The results of the survey are featured in the State of the MSP Industry 2025 Look Ahead: Trends, Growth and Strategies for Success.

"Small and medium-sized businesses are becoming more and more tech savvy – and MSPs are reaping the rewards," said Gary Pica, Founder, TruMethods, a Kaseya Company. "They're seeing revenue growth and want to continue that momentum long into the future. MSPs are an essential service and they're making the right moves to build sustainable, high-margin businesses. By streamlining their operations and utilizing automation, MSPs are preparing to capitalize on big opportunities in 2025."

## Profitability

Looking ahead to 2025, 91% of MSPs cited profitability as a priority. When asked their concerns, new customer acquisition (43%), revenue growth (37%) and profitability (36%) topped the list. These results show that MSPs are shifting their focus toward growing their businesses to help them excel financially this year. This is a good time for them to take a look at their pricing structures, as well as their spending, to ensure they're not undercharging, which hinders their ability to deliver exceptional results to their clients.

## Growth and Competition

Despite their concerns about profitability, 64% of MSPs reported revenue increases last year and 67% of them expect further growth over the

next three years. While the landscape remains competitive, MSPs are finding ways to stand out in the crowd. Smaller MSPs are often able to find success over larger ones by leveraging their niche expertise. Further, 83% of MSPs offer co-managed services, helping internal IT teams with business continuity and disaster recovery (38%), cloud-based infrastructure design and management (37%) and data backup & protection (36%). Client apathy toward cybersecurity solutions rose from 7th last year to 1st this year – with nearly half of respondents citing it as a concern.

by automating repetitive and time-consuming tasks. Unfortunately, AI is a double-edged sword that both enables and threatens businesses. More than two-thirds of MSPs saw an increase in AI-driven attacks in the last 12 months.

In 2024, more MSPs were affected by AI-supported attacks (32%) than supply chain attacks (29%) or endpoint threats (29%). This shouldn't scare technicians away from AI – ironically, the best soldier in the battle against AI is AI itself. Top-earning MSPs are leveraging AI-driven security tools to stay ahead of emerging threats.



"It can be difficult to get small businesses to understand the importance of investing in security when they often don't see themselves as a target," said Pica. "While educating clients is important, it's pivotal for MSPs to invest in platforms and tools that allow their customers to be better protected without breaking the bank."

## The Opportunity and Threat of AI

In the drive for increased growth and profitability, MSPs can utilize AI-driven tools that increase efficiency

## Lessons from Top Earners

The survey analyzes what sets MSPs making \$10 million or more a year apart and offers guidance to smaller MSPs who want to grow. First and foremost, they are proactive in adopting new technologies and delivering remarkable service. More than half of the top earners have migrated their client workloads to the cloud and a whopping 97% offer managed security services. These high earners are focused on smart growth and always expand their services in alignment with their clients' needs.

# AI skills surge, security governance takes centre stage

Annual usage data from O'Reilly's online learning platform provides business leaders with the top tech trends and tools poised to shape business strategies in 2025.

O'REILLY has published the findings of its annual Technology Trends for 2025 report, offering data-driven insights into the most popular technology topics consumed among its 2.8 million users. The report analyzes platform usage to uncover which technology tools are gaining traction and which are losing relevance, empowering organizational leaders to stay informed and identify emerging trends that could influence their business decisions in the year ahead.

The 2025 report revealed a dynamic landscape of developer learning, with AI technologies driving the most significant shifts. Interest in related skills surged dramatically, with the most pronounced usage increases seen in topics like prompt engineering (456% increase), AI principles (386% increase), and generative AI (289% increase). Notably, use of content about GitHub Copilot soared by an impressive 471%, reflecting developers' enthusiasm for tools that enhance productivity. Among top AI topics, there was a marked decline in interest for GPT, which saw a 13% drop in usage and a similar downward trend in searches, indicating that developers are prioritizing foundational AI knowledge over platform-specific skills to effectively navigate across various AI models such as Claude, Google's Gemini, and Llama. This year's report also highlights the rapid rise of critical AI-related skills tied to LangChain and retrieval-augmented generation (RAG), which have rapidly gained prominence and are now comparable in usage to established AI libraries like PyTorch and Keras. These advancements empower developers to build more sophisticated applications on top of AI models, marking the next frontier in AI development.

Security is another critical focus, with substantial growth across nearly



all related search topics. Interest in governance, risk, and compliance (GRC) surged by 44%, while interest in compliance skills rose by 10%. Additionally, content related to application security grew by 17%, reflecting developers' commitment to securing all types of applications. The rise of the zero trust model, which saw a 13% increase in usage, illustrates a proactive approach to security that emphasizes strict authentication and access controls. Collectively, these trends indicate a significant shift toward comprehensive security strategies within organizations.

#### Additional findings from the report include:

- Data engineering skills experienced a 29% increase, underscoring the critical role of data in powering AI applications.
- There was a noticeable decline in traditional programming languages, with Python usage decreasing by 5.3% and Java dropping by 13%. However, Rust's usage trends stood out, winning over developers with a 9.6% increase.

- Security certifications remain the most popular recognized credentials, with increases in CISSP (11% growth) and CompTIA Security+ (13% growth).
- Interest in cloud computing appears to have plateaued, with content use for the major cloud providers and their certifications down across all categories except Google Cloud certifications, which experienced 2.2% growth.

"This year marks a pivotal transition in technology, with AI evolving from generative capabilities to a transformative force reshaping how developers approach their craft," said Mike Loukides, vice president of emerging technology content at O'Reilly and the report's author. "As foundational skills gain prominence and organizations increasingly adopt comprehensive security practices, professionals must prioritize upskilling to effectively integrate these tools into their operations. The future is not about fearing AI's impact on jobs but in harnessing its potential to enhance productivity and drive innovation across industries."



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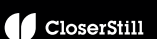
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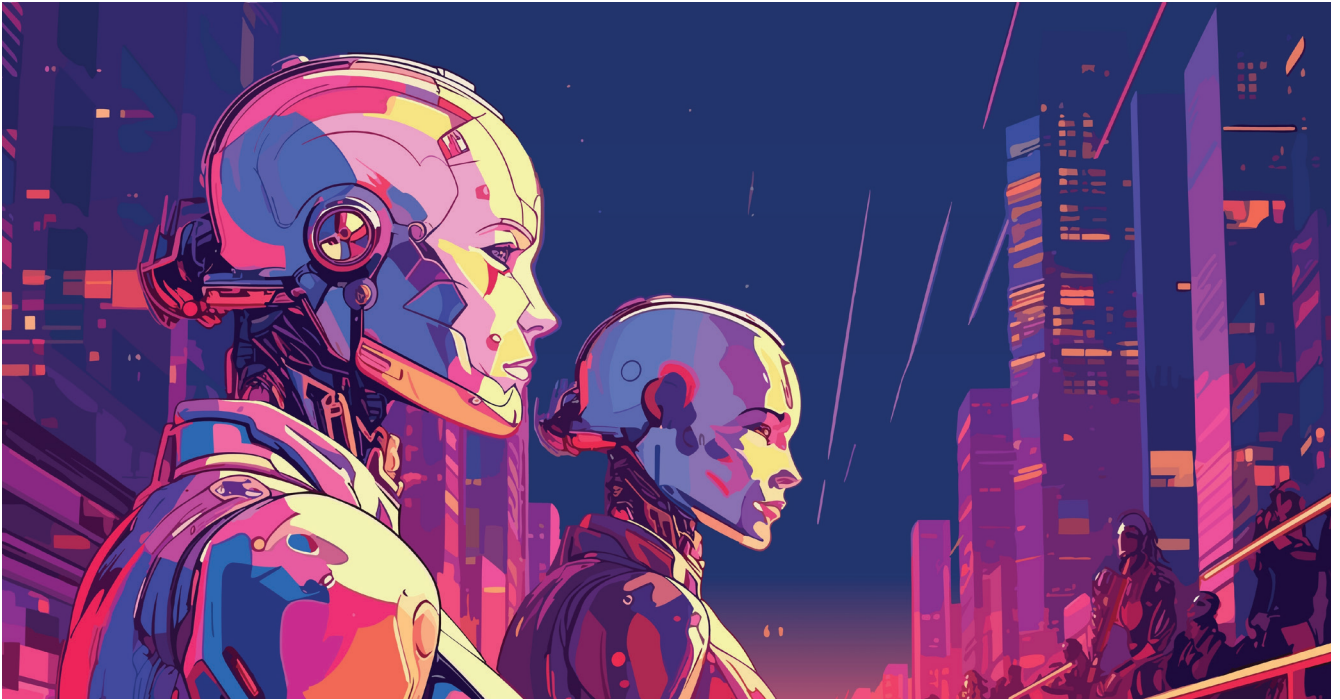
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## SuperOps' AI-driven revolution: empowering MSP superheroes everywhere

In a world where technology advances everyday, the role of Managed Service Providers (MSPs) has never been more critical as they ensure global IT infrastructure stays up and running round the clock. However, many MSPs are hindered by legacy technologies that are outdated and inefficient. At SuperOps, we understand the vital role these professionals play and are committed to empowering them with innovative, AI-driven solutions that streamline processes, enhance security, and drive unparalleled efficiency.

**BY ARVIND PARTHIBAN, CEO & CO-FOUNDER AT SUPEROPS**

TECHNOLOGICAL advancements have transformed global workplaces, leading to distributed offices, hybrid work models, BYOD policies, and multi-device environments. As businesses strive to keep pace with these changes, the demand for MSP services has surged. MSPs are capturing a larger share of IT spending, with global IT spending projected to reach \$5.74 trillion in 2025, a 9.3% increase from 2024, as per research by Gartner. Additionally, IT managed services revenue is expected to grow approximately 13% year-on-year in 2025, according to Canalys, reaching \$595 billion globally.



While this growth presents significant opportunities, MSPs need the right tools to capitalize on them. Relying on legacy tools, often built during the pre-cloud era, is no longer viable. These outdated systems have not kept pace with the ambitions of modern MSPs.

### The unified PSA-RMM for MSPs everywhere

Traditionally, MSPs have relied on multiple tools to handle client tickets, monitor assets, and manage issues, leading to fragmented experiences and dispersed critical data. This fragmentation prevents businesses from having a holistic view of their operations, potentially leading to misguided decisions and strategies.

For instance, business owners may struggle to assess which clients are draining technician time or identify the most efficient technicians. A unified platform not only streamlines operations but also provides end-to-end visibility. The AI-powered SuperOps PSA-RMM platform, with its built-in IT Documentation, Project Management, and Network Monitoring, consolidates multiple tools into one seamless experience. This integration enables MSPs to operate efficiently, scale faster, deliver

exceptional service, and identify growth areas. Thousands of MSPs across 103 countries have embraced SuperOps for the value it offers. George Ballane, Founder and President of New York-based MSP BizTechPro, shared, “SuperOps literally runs my business. With automations and scripts that are running regularly, we actually identify recurring problems and fix them and that keeps us lean. Compared to a year ago, we are up about 10% in gross sales, but our gross profit is up over 26%. We are more profitable with just a little more sales, which to me is definitely a tribute to the systems we are using and the processes we are using.”

### Getting AI right

The past year, with the advancements in generative AI, has demonstrated that AI is no longer just a buzzword. We recognized the transformative power of AI right from the beginning. When we launched SuperOps, we built it as an AI-driven platform, believing from the start that AI is foundational technology. While the challenges or business requirements of MSPs remain consistent, the technology to address these challenges evolves, with AI being the latest advancement.

Unlike other MSP tools that have merely integrated ChatGPT or similar for select features, SuperOps aims to deploy AI comprehensively to enhance technician efficiency. We began by using AI to reduce alert-related noise for MSPs, filtering out redundant alerts and highlighting critical ones. In 2024, we unveiled Monica, our hyper-contextual AI Super Companion, which analyzes an MSP’s dataset to offer personalized guidance aimed at accelerating growth, reducing costs, and improving profitability. Monica brings intelligent automation and predictive analytics to IT service management.

#### Key features of Monica include:

- **Automated Ticket Management:** Monica intelligently triages and prioritizes support tickets, optimizing technician workloads and ensuring that critical issues receive prompt attention.
- **Predictive Analytics:** By analyzing historical data and identifying patterns, Monica can predict potential IT failures before they occur, allowing for proactive interventions.
- **Conversational AI:** Technicians can interact with Monica using natural language, enabling faster issue resolution and a more intuitive user experience.
- **Seamless Integration:** Monica works effortlessly with existing SuperOps tools, providing a unified and cohesive IT management experience.

Unlike traditional support tools, Monica continuously learns from past interactions, refining its responses to provide more effective solutions over time. With Monica, SuperOps ensures that MSPs can achieve more with less effort, all while maintaining top-tier service quality.

Our customers have already seen up to a 30%

improvement in operational efficiency. More heartening is the impact we have made in improving the experience of technicians as they support their clients every day.

Matt Ford, Managing Director at UK-based TC-IT Services, shared, “Monica is really, really useful. One of my engineers is dyslexic, and his English can be quite bad. He could just highlight and rewrite texts so easily with Monica. It’s really, really clever.” This positive feedback underscores the effectiveness of our AI, and drives us to make greater investments in product innovation. In fact, part of the recent \$25 million Series C funding will be deployed into further AI research and development.

However, it’s important to understand what sets our AI apart in a crowded market

### “How is SuperOps’ AI different from that of others?”

In an era where AI integration has become commonplace, it’s natural to question, ‘What truly differentiates one AI from another?’ Many companies simply layer generative AI onto their products, adding superficial features without addressing core challenges. At SuperOps, our approach to AI is fundamentally different and deeply rooted in solving real-world problems for MSPs:

- **“What is best for our customer?”** This is a question we ask whenever we work on any functionality, not just AI. We look at the problem our customer or user faces and determine the best method to solve it. If AI is the optimal solution for the user, then that’s what we implement. We do not force-fit AI for its own sake.
- **Not one-size-fits-all:** Depending on the problem we are trying to solve, we choose our approach. In some instances, we build the functionality from scratch; in others, we may use APIs or existing models to create the solution for our users’ problems.





- AI that solves real problems:** We have always been “outcome” oriented. A feature or functionality may be flashy but may not offer any real value to our user. This is not something we would invest in. Similarly, we use AI to drive real-world outcomes for our users. Sure, technicians can convert their responses to a standard friendly tone on other platforms, but that does not truly solve the problem of personalization. Our AI Rephrasing functionality does not offer canned prompts like ‘Friendly Tone’ or ‘Professional Tone,’ as our competitors have done, since it limits the communication styles of technicians. We give our MSPs complete flexibility to craft their own prompts to reflect their organization’s communication style. This also allows for translating to, say, French used in France versus French used in Canada. We’ve even seen an ‘Angry Tone’ prompt that one of our users created!
- Explainable AI:** Many platforms or tools offer an AI-created answer or solution. However, an explanation for why that solution has been offered is often difficult to find. That’s not the case with SuperOps. Chain-of-thought reasoning is now a new buzzword with DeepSeek. At SuperOps, explainable AI and reasoning have been among our guiding principles from day one. We provide reasoning and explanation wherever applicable. For instance, with Intelligent Alerting, where our AI ensures only truly important alerts are surfaced, thus reducing alert noise for technicians, the content of the alert we generate contains the reasoning that was used by the model. The technician will see a reason like, ‘Based on patterns observed from your last X days/hours of data, your disk usage should be 40%, but it is now 75%, which could indicate unexpected behavior.’ This reasoning ensures technicians have complete confidence in the AI recommendation or solution.

- Personalized:** On SuperOps, any feature that is AI-driven or is built atop AI has been personalized to the specific MSP/customer. It uses their data and provides personalized predictions using their data. Depending on the feature, this could be hyper-personalized, as in the case of Intelligent Alerting, where the data for that asset is used to model the behavior of that individual asset, while for Recommended Solutions, we use ticket data for the client of the MSP, and for Category Summary, we use ticket data from all clients of the MSP.

## Addressing challenges with AI

While this is an age of opportunity for MSPs, challenges persist. A key challenge is the talent crunch, with MSPs finding it difficult to hire and retain skilled professionals capable of managing complex IT environments effectively. Here, AI serves as a game changer, simplifying technicians’ jobs by automating repetitive tasks.

Our technology is designed to empower MSPs by driving growth, enhancing profitability, and ensuring operational excellence—all while improving customer satisfaction. For IT decision-makers, this translates into tangible business outcomes:

- Accelerated MSP Growth:** By streamlining workflows, optimizing service delivery, and enabling seamless scalability, our platform supports MSPs in expanding their client base and service offerings with confidence.
- Enhanced Profitability:** With advanced automation, accurate billing, and optimized resource utilization, MSPs can reduce operational costs and maximize profit margins, making their business models more sustainable.
- Operational Efficiency:** Our unified platform centralizes operations, reduces manual tasks, and provides real-time insights into asset health, ticket resolutions, and overall IT performance, empowering teams to focus on strategic initiatives rather than firefighting.
- Improved Customer Satisfaction:** With faster issue resolution, proactive monitoring, and tailored insights, MSPs can deliver a superior service experience that not only meets but exceeds client expectations, fostering long-term customer loyalty.

The future of IT management is here, and SuperOps is leading the charge towards a more automated, secure, and efficient ecosystem. If you are an MSP looking to scale, optimize, and future-proof your business, there has never been a better time to embrace the power of SuperOps.

Any feature that is AI-driven or is built atop AI has been personalized to the specific MSP/customer. It uses their data and provides personalized predictions using their data. Depending on the feature, this could be hyper-personalized, as in the case of Intelligent Alerting, where the data for that asset is used to model the behavior of that individual asset



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ITEUROPA



# Why being an MSP Is a full-time job

The cost and complexity of starting an MSP business.

**BY ROB MACKLE, MANAGING DIRECTOR, EMEA & APAC AT ASSURED DATA PROTECTION**

LAUNCHING AN MSP business is a steep learning curve, characterised by significant costs and complexities. Even the most well-respected VARs or vendors that pride themselves on service delivery and customer service probably aren't equipped to make the transition to an MSP. The reality is that starting an MSP requires a big investment of time, capital, and resources. New businesses or new lines of business consume a lot of cash and can quickly drain you of energy and resources, especially given the ramp-up time associated with bringing a successful MSP proposition to market.

The challenges of building a new business model demand the development of a strong value proposition. This involves finding the right people, sourcing the right technology, and developing your own software and tools capable of integrating the services you're looking to manage. The process of setting up the necessary infrastructure, including software and tools, can be daunting for those venturing into this territory without prior experience.

Creating a successful MSP requires a deep understanding of the market and an ability to adapt to rapid technological advancements. Business leaders must stay informed of industry trends and customer needs, as the experience of managing data protection as a service comes from a long history of dedication and hard work. While the potential for margin certainty and customer retention is appealing, the upfront effort can be overwhelming for many organisations.

## The value of a specialist MSP

The landscape of managed services has evolved dramatically, highlighting the value that specialist MSPs bring to the table. As businesses increasingly migrate to cloud and SaaS solutions, the demand for comprehensive MSPs has increased. Unlike generalists, specialist MSPs possess deep expertise in specific technologies and industries, enabling them to deliver tailored solutions that meet the unique needs of their clients. Their experience and established partnerships have enabled them to provide exceptional service in the data protection space, reinforcing the idea that specialised

knowledge leads to better outcomes. By focusing exclusively on managed services, these providers can dedicate their resources and expertise to creating high-quality offerings that ensure robust service delivery, compliance, and security.

Moreover, specialist MSPs can offer significant advantages when it comes to managing complex IT environments. The integration of multiple technologies, compliance requirements, and ongoing maintenance can overwhelm internal IT teams. By partnering with a qualified MSP, organisations can offload these responsibilities, allowing their in-house teams to focus on strategic initiatives rather than day-to-day operational concerns. MSPs not only enhance operational efficiency but also strengthen trust with clients by serving as extensions of their IT teams. Ultimately, the value of a specialist MSP lies in its ability to deliver reliable, scalable, and efficient solutions that not only address immediate needs but also position businesses for future growth in a fast-changing technological landscape.

## How to build an MSP team

Building a successful MSP team requires a strategic focus on providing exceptional customer service around the clock. A well-structured team that operates 24/7 can ensure clients receive timely assistance, addressing potential issues before they escalate. For instance, Assured Data Protection has established a Centre of Excellence in Costa Rica, that services the Latin America region, staffed with highly trained engineers who deliver continuous support across various sectors, showcasing how a dedicated team can enhance client satisfaction and foster trust. This proactive approach not only mitigates risks but also strengthens client relationships by ensuring that businesses can rely on immediate and effective responses to their needs.

An essential element in forming a robust MSP team is implementing a scalable service desk that can accommodate growth. As organisations expand, they must assess their support structures to meet increasing demand efficiently. Assured's experience highlights the importance of appointing experienced





leadership to oversee this transformation. For example, by hiring a Global Support Director, Assured could implement structured training and consistent documentation practices, allowing for 24/7 coverage and a tiered support model to tackle complex issues effectively. This strategic framework can help ensure that all team members are equipped to provide high-quality service, leading to better client outcomes.

Ultimately, a commitment to exceptional customer service is vital for any MSP aiming for long-term success. Establishing a proactive support model, as demonstrated by Assured's 24/7 service framework, not only enhances client satisfaction but also positions the company to address a wide range of client needs effectively. By focusing on the training and development of their teams, MSPs can create a culture of excellence that drives continuous improvement and innovation in their service offerings.

### How to make your MSP business international

Expanding your MSP business internationally can significantly enhance your service offerings and customer base. Recently, Assured successfully extended its operations into Canada, Latin America, and the Middle East, showing how a strategic approach can lead to rapid growth in diverse markets. Such expansion not only helps meet the increasing demand for data protection solutions but also allows MSPs to navigate complex local regulations effectively.

### Understand Local Regulations and Compliance Needs:

Different regions have varying data sovereignty and privacy laws. MSPs must be well-versed in these regulations to help organisations navigate complexities. Establishing data centres in new regions can address compliance concerns, ensuring local and U.S.-based firms with subsidiaries meet their legal obligations without compromising data security.

### Rapid Data Centre Deployment:

Implementing a rapid data centre rollout model allows MSPs to quickly establish operations in new markets. Utilising standard designs can help bring data centres online in weeks rather than months, facilitating a timely response to customer demands. 24/7/365 support: We've talked about this above but having around the clock support in the local language is critical to keeping service levels high and at the MSP standard.

### Emphasise Cyber Resilience:

As cyber threats grow more sophisticated, offering robust disaster recovery and cyber recovery solutions is essential. MSPs that prioritise cybersecurity can position themselves as trusted partners in safeguarding critical data.

For those unsure about making a full commitment, a strategic partnership with an established MSP might be the most sensible approach. This collaboration allows businesses to share resources and expertise, enabling them to mitigate risks while still reaping the benefits of managed services.





# The channel must simplify MDR

An insightful cybersecurity Q and A with **JOHNNY ELLIS, SENIOR DIRECTOR EMEA CHANNELS, ARCTIC WOLF.**

**MSP:** What is MDR?

**JE:** “Managed detection and response, or MDR, is a cybersecurity service that combines technology and human expertise to proactively monitor, detect and respond to cybersecurity threats 24/7. Businesses deploying MDR outsource a proportion of their cybersecurity operations to a third-party provider, who then provide proactive threat hunting to detect and respond to any perceived threats. Unlike a managed security services provider (MSSP), MDR not only detects but actively responds to incidents affecting the network.”

**MSP:** What are the benefits?

**JE:** “By continuously monitoring cyber threats, businesses can detect and respond to an incident in a matter of minutes. This allows businesses to either prevent an attack from happening or contain the impact of one on their organisation – including heavy financial losses and operational disruption. Businesses can also access external cybersecurity knowledge on a range of specialist topic areas without having to hire additional talent. This allows businesses to save time and money that would otherwise be spent on hiring externally, as well as allowing internal IT teams to focus on more strategic tasks.”



**MSP:** Why are so many businesses adopting MDR?

**JE:** “With businesses now facing a cyber attack every forty-four seconds, MDR is the new cybersecurity buzzword. The volume, scale and complexity of attacks is increasing, with ransomware rising by 50% year-on-year during the first half of 2023. AI is lowering the entry level for hackers by allowing less skilled threat actors to launch attacks from the comfort of their own home. As a result, businesses are facing a highly challenging and complex cyber threat landscape and require the protection MDR provides. Businesses are also struggling to recruit professionals capable of combatting these cybersecurity threats, so having access to external expertise is another significant advantage of deploying MDR.”

**MSP:** What are the consequences?

**JE:** “While vendors are rightly responding to this increased demand, in doing so they are sometimes incorrectly claiming to offer MDR without an understanding of what the service actually is. This is leading to some businesses mistakenly investing in services not offering the protection MDR provides and facing hidden costs as they plug these gaps at a later date. This is resulting in businesses not having enough protection against the threat environment,

making their organisation and associated third parties vulnerable to an attack. Many vendors may also adopt a one-size-fits-all approach and not account for the requirements of the organisation when offering MDR. This leaves gaps in the network and further damages the line of defence.”

**MSP:** *How can the channel help?*

**JE:** “Firstly, those working in the channel must have a good understanding of the services they are selling. This includes MDR, and whether it is actually included in the solution they are offering. Channel partners must also work with businesses to improve their knowledge of MDR and its associated advantages, while setting expectations about the service not being a ‘silver bullet’ solution. On top of this, partners should assess their customer’s specific needs and consider whether the business actually requires MDR. If they do, partners should then work with leaders to find a service tailored to their requirements, in turn allowing them to make an informed decision about the service they are choosing to investing in.”

**MSP:** *What does the future look like for MDR?*

**JE:** “As attacks against businesses rise, MDR adoption will increase accordingly. This will particularly be the case for small and medium-sized businesses (SMEs), who will deploy MDR as



a way of enhancing protection while reducing the amount spent on cybersecurity. Tools like AI and ML will continue to play a key role in detecting attacks by automating responses and providing faster remediation. Rising service demand will also result in the development of highly specialised MDR services tailored to specific industries, protecting businesses of all sizes against the future threat landscape.”

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## Navigating the threat landscape

Key strategies for MSPs to enhance security and drive growth

BY NATHAN EAMES, DIRECTOR EMEA CLOUD & MSP AT BITDEFENDER

SIGNIFICANT cyber incidents such as the NHS ransomware attack and the rapid rise of generative artificial intelligence (AI), have challenged businesses this year. In the first half of 2024 alone, it is estimated that UK businesses experienced approximately 7.78 million cybercrimes. Statistics also show that the UK economy is estimated to incur a total cost of £27 billion annually due to cybercrime, with a substantial percentage of this expense falling on businesses.

Meanwhile, Generative AI and ChatGPT have created new and unpredictable risks for organisations of all sizes. Where language and technical skill were once a barrier, Generative AI now has lowered the threshold for effective and convincing campaigns. With the right prompts, it helps threat actors generate natural-sounding phishing emails with ease. Because of this, phishing emails are likely to increase and become more successful as the human factor of detecting spelling errors and other nuances are mitigated. As a result, non-primary English speaking threat actors have a scalable way to target English speaking audiences.

A recent survey found that almost all (98%) IT and security professionals see the use of Generative

AI technology in data privacy breaches as a threat. Because of this, Managed Service Providers (MSPs) have started to offer solutions to protect businesses specifically against these newer types of campaigns, in addition to more “traditional” threats like ransomware attacks, zero-day vulnerabilities, and insider threats.

Whilst attacks continue to evolve, businesses are also grappling with an ever-expanding attack surface due to increased remote working, cloud adoption and interconnected systems, making it harder to defend against threats.

These threats can impact businesses of all sizes, but small and mid-sized enterprises (SMEs) are particularly vulnerable. For many SMEs, who can't afford or access a large dedicated in-house security team to provide around the clock monitoring and defences, partnering with a trusted MSP is crucial.

### Embracing an integrated cybersecurity approach

As cyberattacks grow in complexity and frequency, an integrated cybersecurity approach is essential for SMEs. MSPs deliver this by offering comprehensive





solutions that safeguard infrastructure and sensitive data, addressing threats from multiple angles. This includes a powerful mix of endpoint protection, detection and response capabilities, and continuous threat monitoring, helping ensure SMEs are well-protected against a range of risks.

This approach enables MSPs to contain attacks like ransomware before they can inflict major harm. By enhancing remote work security, providing unified backups, and implementing other proactive defenses, MSPs equip businesses to avert major disruptions and prevent extended operational downtime.

### Shifting to a subscription-based model

A key trend that's benefitting MSPs is the rise of the 'Subscription Economy' model. According to Juniper Research, by 2028 the subscription economy revenue has been forecast to reach \$996 billion globally, up from \$593 billion in 2024.

The demographic of decision-makers, buyers, and business owners is changing. Similar to the streaming TV model, many now prefer consuming IT/security solutions as a monthly subscription, and on flexible terms.

The newer generation of business owners no longer want to 'own' products, but rather prefer to subscribe to an 'outcome'. And this is exactly what MSPs provide businesses. A subscription model also makes it easier for MSPs to scale their operations. As their customer base grows, adding more subscriptions becomes straightforward, rather than renegotiating individual deals one at a time. And the customers appreciate the flexibility of adjusting their services as needed, without the commitment of long-term contracts.

In addition to flexibility in pricing, through the subscription-based model, MSPs have predictable and recurring revenue along with increased client relationships and retention. Customers benefit from expertise, real-time threat intelligence and continuous threat monitoring, detection and response, with reduced IT burden and peace of mind.

### Enhancing security through education

Though the UK's cybersecurity skills shortage is due to decrease by almost 5%, continuous upskilling and education are essential for business preparedness and where MSPs continue to play a role.

MSPs should educate their customers about the evolving threat landscape, to understand why certain cybersecurity measures are critical to implement to address specific risks. Understandably, business budgets aren't always enough for dedicated IT and security resources. For many - that's the job of the MSP. They rely on the MSPs to best protect them and to do that, the risks need to be explained in simple terms.

According to the 2024 Cyber Assessment Report, when asked what component of their attack surface they are most concerned about in terms of vulnerability and risk, 42% of the IT and security professionals interviewed in the UK stated they are worried about compromise of third-party systems, 40% mentioned inadequate third-party risk management, while 39% said they were concerned about software supply chain attacks.

Many organisations tend to believe they aren't a target due to their size. But this couldn't be further from the truth and where MSPs can educate their customers. For example, when it comes to supply chain attacks, threat actors are targeting smaller (often less secure) companies to reach a larger partner further up the stream.



### Strengthening security through MDR

Cybersecurity requirements will vary based on the business type and structure. But at a high level, MSPs have the opportunity to tailor approaches based on specific security needs.

By leveraging advanced threat intelligence and analytics, tailored MDR services enable SMEs to detect and respond to cyber threats quickly, minimising potential damage. Based on the projected growth and adoption of MDR, the ability to incorporate customised security services into endpoint protection and other cybersecurity offerings will help MSPs remain competitive and continue to grow.

As organisations face an increasingly complex landscape, and AI is used to drive more intelligent threat campaigns, businesses are going to turn to MSPs for their cybersecurity needs. To thrive in 2024 and beyond, MSPs need to partner with security vendors that can best support them on their journey to tailor cybersecurity, provide flexible packages and educate clients.

By doing so, MSPs can not only increase their value but also drive growth and remain competitive in a rapidly evolving cybersecurity market.



## CMMC 2.0 – an opportunity for MSPs

Government contracts require CMMC compliance, creating a substantial market for MSPs and MSSPs to get certified and offer their expertise. This presents a huge opportunity for those prepared to meet the growing demand for CMMC consulting and implementation services.

BY THE FOUNDER AND CEO OF CYNOMI, DAVID PRIMOR

THE Cybersecurity Maturity Model Certification (CMMC) program is aligned to the US Department of Defense’s (DoD’s) information security requirements for partners. CMMC is designed to enforce protection of sensitive unclassified information that is shared by the DoD with its contractors and subcontractors. CMMC provides the Department increased assurance that contractors and subcontractors are meeting the cybersecurity requirements that apply to acquisition programs and systems that process controlled unclassified information.

There is now CMMC 2.0. This new, upleveled program has three key features:

- **Tiered Model:** CMMC requires that companies entrusted with national security information implement cybersecurity standards at progressively advanced levels, depending on the type and sensitivity of the information. The program also sets forward the process for requiring protection of information that is flowed down to subcontractors
- **Assessment Requirement:** CMMC assessments allow the Department to verify the

implementation of clear cybersecurity standards.

- **Implementation through Contracts:**

Once CMMC is fully implemented, certain DoD contractors that handle sensitive unclassified DoD information will be required to achieve a particular CMMC level as a condition of contract award.

Everybody that sells to the federal government must be compliant with CMMC. There are different levels depending on the requirements and the data involved. The first question to ask is: what does the contract require? Once the contract requirements are known, the necessary security measures can be put in place to meet those requirements.

The difference between CMMC 1.0 and 2.0 is significant. When CMMC started, everything was to be assessed by a third-party auditor. With 2.0, FAR and DFAR requirements for federal acquisition state that those on the low end or Level 1 can still do self-attestation, upload their scores, and once they reach Level 2, a third-party audit is required.

Self-attestation can be misinterpreted. Many people read the requirements and feel they are already



meeting them, but they are not meeting the specific requirements of CMMC.

### What does this mean for MSPs and MSSPs - do they have to be compliant as well?

It depends on the scope. For MSPs – the questions to ask are: What services are we providing? Do the services meet the requirements? Is it connected to the cloud? Are the cloud providers authorized?

Just because something is FedRAMP equivalent, doesn't mean the FedRAMP requirements go away – it means they still must pay to have it assessed by the federal government. The requirements are set, and they have to be audited. If within the services you provide, you are able to upload or download from a customer's server – those features have to be disabled with CMMC.

As an MSSP there are business decisions to make. A business must decide to keep doing what it is doing, or decide to build a new stack specific to government contracts for the defense industry.

### How complicated and long is the process to become compliant?

By December all defense contracts had the CMMC requirement in it, so this year is critical to start the process. Anyone seeking certification will

have to be audited by a third-party assessor. They have to get on that list – it is a waiting list essentially because some of the larger government contractors are already in line. The CMMC authority must certify that the audit was done by an authorized party.

The process is: get the audit, the auditor submits to the CMMC accreditation body, then certification is issued.

### For MSPs and MSSPs is CMMC 2.0 an opportunity to provide additional services?

The fee to become a certified consultant for helping organizations achieve CMMC compliance is relatively small. It costs approximately \$500 per year to become a Registered Practitioner (RP) as an individual, and about \$5,000 per year to become a Registered Provider Organization (RPO) as an organization. For organizations looking to enter the CMMC consulting space, particularly MSSPs, this represents a significant opportunity.

Starting in December, every government contract requires CMMC compliance, creating a substantial market for MSPs and MSSPs to get certified and offer their expertise. This presents a huge opportunity for those prepared to meet the growing demand for CMMC consulting and implementation services.

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# What are the top five mistakes cybersecurity channel leaders should avoid?

The cybercrime landscape is more intelligent than ever. With malware methods, heavily dependent on social engineering, stepping aside for more sophisticated intrusions using administration blending tactics, businesses have been forced to reassess their cybersecurity priorities and adopt more robust protective measures.

**BY STEVE BRODIE, HEAD OF SALES AND CHANNEL AT GOLDBLOCK**



AMID this unpredictable and turbulent environment, cybersecurity channel leaders face increasingly discerning customers. Therefore, to succeed, they need to remain vigilant of current market needs and avoid making the following errors.

### Ignoring the trust deficit

Unquestioning brand loyalty is rare nowadays. Business leaders are well-informed, more cost-conscious and increasingly sceptical regarding their cybersecurity purchases. Recent high-profile breaches have hit some of the world's biggest brands, eroding trust in the integrity of cybersecurity

methods. Take the TicketMaster breach in May, for example. With the loss of over 30 million customers' bank account details, consumer confidence in the brand plummeted. This widespread loss of faith in cybersecurity offerings, coupled with overhyped marketing and potential conflicts of interest, has deepened the problem and established a trust deficit in the cybersecurity industry.

With consumers increasingly embracing principles such as transparency and customer-centricity, channel leaders should embrace and uphold these principles to rebuild bridges and restore trust. This



requires clear communication of product limitations, vulnerabilities, and potential risks. This will act as a clear sign to customers that they are committed to a genuine partnership over a quick sale and can help rebuild trust with business leaders.

### Taking a one-size-fits-all approach

Modern buyers are fully equipped to question the integrity and reliability of cybersecurity offerings. With research, expertise, and sharp negotiating skills, customers want personalised attention and bespoke security strategies from a company that deeply understands each client's needs, challenges, and budget constraints.

Channel leaders should, therefore, focus on shifting from volume to value when approaching buyers, avoiding template strategies and striving to understand and address specific vulnerabilities through active listening. Experts can then prepare specific solutions that suit individual customer requirements.

This also requires demonstration of vertical segment awareness. Channel leaders should be able to display understanding that customers across different industries face different pain points, and tailor their approach accordingly. For example, a channel leader targeting healthcare providers needs to understand the stringent compliance requirements and patient data security concerns unique to that vertical. Failing to address these specific needs could lead to lost opportunities and damaged relationships. Similarly, a channel leader working with financial institutions must be well-versed in regulatory compliance, risk management, and data privacy issues.

Taking a curated approach to selecting partners is also crucial. This should also involve selecting complementary partners that can bring varied areas of expertise to the table, ensuring that smaller partners are not overshadowed by larger players, meaning customers receive dedicated support.

### Underestimating technology

Cybersecurity channel leaders should also pay attention to the power technology offers. Technology is an increasingly powerful tool, from enhancing efficiency to supporting teams, while it may not be a silver bullet to a channel company's woes. AI-powered error mitigation, for example, can help to reduce friction in the sale pipeline and the potential for human error. By streamlining processes from an operational standpoint, productivity can also be enhanced.

This all depends on the correct application of the technology, of course. It is important to note that AI-powered tools should be treated as enablers rather than replacements for human connection and customer support. The key to applying this advanced tech correctly is empowering teams and not distancing them from clients. Teams should



focus on maintaining a personal touch and fostering genuine customer relationships. Think enhanced personalised guidance rather than automated sales pitching.

### Ignoring the long-term

Many channel leaders will find it tempting to prioritise immediate results and quick profit gains over long-term partnerships, particularly during a period of economic struggle. However, focusing on the short term can be self-defeating and hinder the ability to foster well-established customer relationships and sustained client loyalty.

Building trust requires time and consistent effort. Therefore, channel leaders must build a strategy that looks beyond deal closures and focuses on client success. Plans should take into account offering ongoing training and conducting proactive vulnerability assessments to ensure clients feel secure and supported. This in-depth approach to customer relationships can boost confidence and overall service satisfaction. Put simply, happy customers are repeat customers, and their loyalty is worth far more than a single fleeting sale.

Taking a curated approach to selecting partners is also crucial. This should also involve selecting complementary partners that can bring varied areas of expertise to the table, ensuring that smaller partners are not overshadowed by larger players, meaning customers receive dedicated support



## Forgetting the security basics

Cybersecurity should not be treated as a siloed concern. According to IBM, the global average cost of a data breach in 2023 was USD 4.45 million, an increase of 15% in just three years.

With a single vulnerability anywhere in an IT infrastructure able to compromise the entire system, modern cybersecurity professionals need to prioritise system-wide defence to keep up with the rapidly evolving threat landscape.

We often see channel leaders neglect security fundamentals. From providing proper security training to sales and technical teams to vulnerability patching, channel leaders ignore these fundamentals, putting their organisations at unnecessary risk.

Leaders should, therefore, move beyond a product-centric approach to their organisations' security stance and embrace a holistic security approach.

This holistic approach should also involve the adoption of innovative solutions that can physically segment network to prevent or stop attacks in their track. The use of air-gapping, for example, can be used by channel leaders to disconnect their business's networks from the internet and ultimately reduce the risk of attack.

Partnerships with security vendors who offer comprehensive solutions that can be integrated seamlessly across the entire IT infrastructure should also be established. Effective threat monitoring processes with 24/7 detection capabilities are also crucial. By taking a proactive approach to cybersecurity, organisations can detect and respond to threats in real time. This, in turn, allows channel leaders to better protect their organisations and deliver excellence for their clients.

## The evolving channel model

Channel priorities are changing. More than the traditional model, based on quick sales and generic solutions, is needed to meet changing customer demands. Within this new ecosystem, channel leaders must reassess their priorities to focus on collaboration, customer trust and building a holistic approach to security.

Focusing on building genuine partnerships by providing personalised solutions and using innovative tech to increase efficiency can help channel leaders establish a more resilient and adaptable business model.

In turn, this shift away from 'product pushing' towards comprehensive security support will enhance customer service and retention, unlock new growth opportunities and ensure clients operate in a more secure digital environment.



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## Customer-for-life mindsets: and how partners can lead the way

The demands of running an IT organisation have transformed significantly in recent years. The race to innovate has continued to accelerate, driven by consumers' changing demands for enhanced experiences, and enterprises' exploration of alternative business models.

**BY TAMAR BROOKS, MANAGING DIRECTOR, UK&I, BROADCOM**

MORE RECENTLY, AI has undoubtedly been the biggest catalyst for these changes, and a timely reminder of innovation's integral role in powering business success. Beyond the day-to-day experimentation from consumers, customers everywhere are hunting for ways to yield AI's benefits, increasing their appetite for more scalable infrastructure that allows them to modernise, optimise and deploy apps rapidly.

These apps are the most effective route to delivering pioneering AI-powered experiences. But due to the complex terrain of budget cuts, combined with growing demand for tailored experiences, many businesses lack the skills and platforms required to adapt their infrastructure to newer methods of consumption.

Broadcom's ecosystem of partners plays a critical role in breeding excellence, and solving these complex challenges for customers. As well as

helping organisations deliver on their transformation goals and simplify their IT environments, partners must pride themselves on delivering maximum value in a shorter space of time, and at a time when demand for innovation is at an all-time high.

That said, we know our partners need a simpler, easier, and more profitable way of developing and embedding best-in-class solutions and services. That opportunity can come from teaming up with a vendor that can lead with their specialist skillsets and expertise, while keeping the partner abreast of ways to infuse modern technologies. A vendor thrives to forge long-lasting relationships and will go out of their way to understand and provide value to their customers.

There are a number of ways in which Broadcom's partner programme is evolving to deliver on these needs and truly encapsulate what it means to be customer-centric.





### Forming true, lasting partnerships

It's our role as vendors to work consistently and collaboratively with partners to find the best solutions for the community – those that empower customers to innovate not only with technology, but also the way they consume it.

We have made changes to our programme that have been carefully considered to optimise the core strengths that customers value, and enable partners to collaborate by introducing a manageable and cohesive private cloud platform. Customers should have their cloud footprint customised to meet their respective objectives.

We want to be a part of that journey – and a journey is exactly what it is. Transformation is never a one-and-done process, so we want to make it easier for our partners to embrace a customer-for-life mindset, while also benefiting from more consistent profitability through a shift towards more flexible managed services and consumption-based models.

### Radical simplification

A customer-for-life mindset also means equipping organisations with the foundations to capitalise on emerging trends, and to continue realising value from their technology investments as they do so. Simplicity is an important pillar here.

There are customers out there with convoluted portfolios of multiple tools and platforms, many of which are likely the sources of inefficiencies. That's a big reason why we incentivise a streamlined portfolio that consolidates multiple functions and reduces the need for several different subscriptions, which could be wasteful.

These changes have been purposefully made so our partners are poised to profit. We want to actively keep complexities low so customers are spending less time, effort, and budget on ongoing maintenance and updates. In turn, partners can refocus resources on embedding AI-enabled applications and increasing the volume of AI and Generative AI workloads.

Our steer to managed services and consumption-based models offers much-needed flexibility to customers who stand to gain from having greater control of their usage.

Empowering customers to simplify and optimise their stack will translate into higher satisfaction, increased loyalty, and above all, deeper relationships.

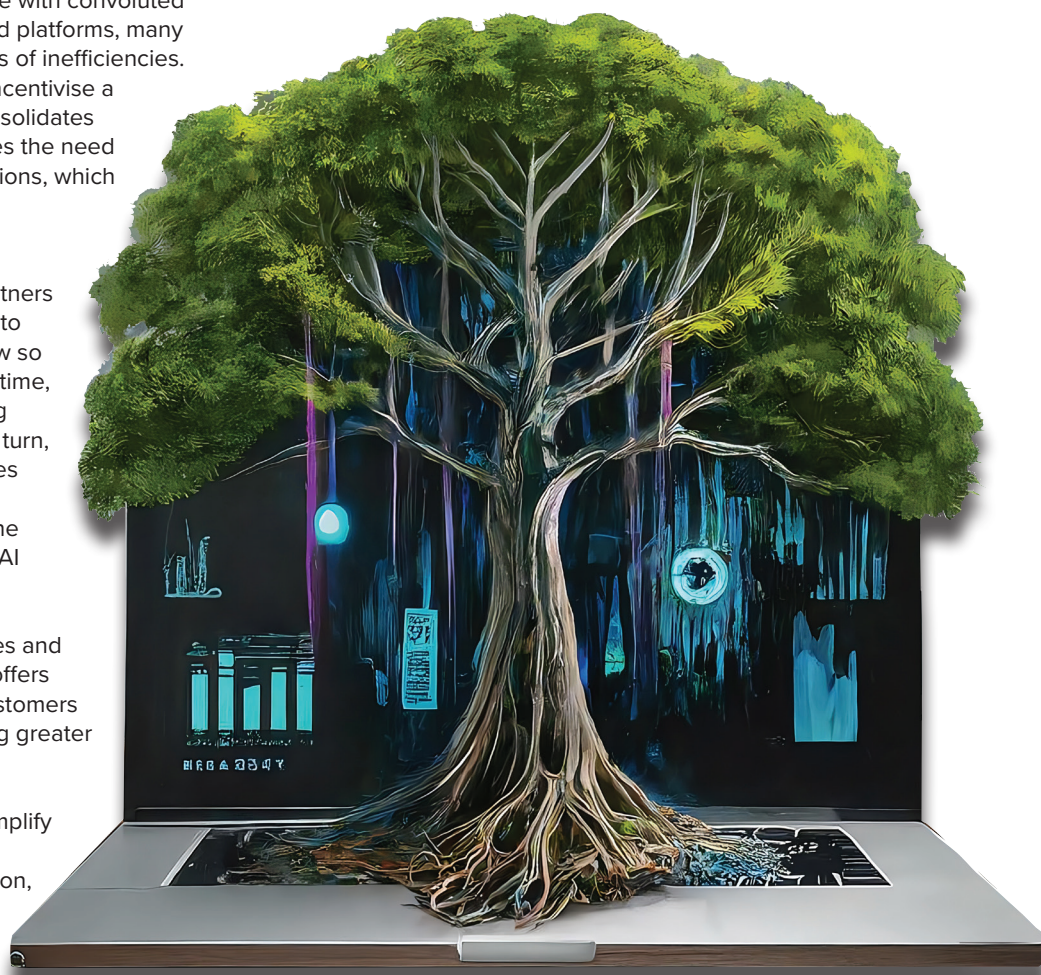
### Celebrating partner specialisations

There are clear avenues that partners can explore to succeed in delivering improved outcomes to customers. Above all, however, the most successful customer outcomes we see are those where partners come together to deliver a seamless experience, with each playing a key role and exhibiting different expertise at various steps of the project lifecycle. Having that distinction gives each partner the opportunity to showcase their respective value proposition – relaying to customers exactly how their business needs are being met – and raise the overall technical bar.

### Future-proofing the partner ecosystem

We're striving to give our partners the means, guidance, and expertise to provide value across all stages of that customer lifecycle, notably to capitalise on the Generative AI wave and help customers stand out in a challenging climate.

Streamlining day-to-day processes, simplifying interactions, and reducing overheads are three core elements that will help partners achieve that. Broadcom is making a pivotal shift towards a more focused partner ecosystem; one that paves the way for enhanced innovation for customers, and helps us deliver value, together.







## Is embracing innovation the key to enhancing your customer experience?

A business that anticipates, responds to and solves an issue or requirement with speed and efficiency is one that works favourably in the eyes of a customer. Automation is now a huge part of an organisation's workflow and processes, with businesses in the Channel able to successfully adopt technology and innovation to streamline and improve the customer experience.

**BY MICHELLE WOULD, DIRECTOR OF CUSTOMER EXPERIENCE AT AGILITAS IT SOLUTIONS**

THE CUSTOMER experience (CX) was rated as the second highest priority for the Channel in Agilitas' Channel Trends Report 2024, and saw 82% of respondents suggest AI as the most impactful development over the next 12 months. From this, it is hardly surprising that CX looks to benefit from what automation and emerging technologies can offer, streamlining the total experience (TX) and increasing customer engagement and satisfaction.



### **Automation as a driver of the mundane**

Automated systems, dataflows and analysis tools are designed to identify and complete mundane tasks, freeing up staff to take on more pressing duties. These tasks are prone to inconsistency and human error, with those completing them often dissatisfied in their roles, harming the overall TX,

as well as negatively impacting valuable employee resources and time.

When employees harness the power of automation within their workflows, monotonous tasks are reduced, enhancing the overall working experience. This increase in satisfaction is often passed over to customers, with employees more likely to enjoy their roles. Additionally, this increase in operational efficiency highlights where there is free employee time, which can be used for upskilling and training, better servicing customers and allowing more time to be spent with them.

### **The need for consistent customer support**

The Channel relies on repeat custom and customer loyalty, with 74% of global consumers wanting

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positive human interactions with businesses - this can come largely from consistency. This means they would be more likely to repeat purchases from organisations that provide great customer service. Consistent customer experience is, therefore, critical to customer loyalty and increasing a positive profile of the organisation. Often the way an organisation responds to an issue is more impactful than the issue itself. By developing a consistent and effective customer service platform, enhanced by automation, a company can secure positive word of mouth between other potential customers and increase success in their business opportunities and leads.

**Key considerations when implementing emerging technologies**

While AI, automation, web 3.0 and the Internet of Things have all experienced rapid adoption, it's important to proceed with caution. The correct investment must be made when it comes to organisations in the Channel for innovative solutions. A business should consider if platforms like AI chatbots are really what its customers want and how these might be used in relation to the customer journey. Keeping an overall strategy and end goal in sight ensures advances remain relevant and purposeful.

The benefits of increased efficiency and profitability are often passed onto the customer, and by embracing innovation, an organisation can identify inefficiencies and reduce operational costs. These savings are incredibly beneficial to Channel businesses and can help them develop

a competitive edge. The importance of this saw 73% of customers were more likely to switch to a competitor when they have a bad experience with a brand.

**Integration tools**

Portals and deeply integrated tools help develop a defined level of innovation within an Channel organisation. Deep integration, whether that be in the form of automation, or through interconnecting and unified communications, helps to drive progress and connect the workforce, regardless of where they are located.

Working with integration helps an organisation to drive forward using data and provide proactive services. For the Channel, this can help organisations act proactively rather than simply reacting to customer needs. Instead of waiting for hardware to fail, innovative and data driven insights can alert teams, allowing them to understand and anticipate when the most opportune time is for hardware refreshes. By doing so, organisations in the Channel assist businesses in working smarter, resuming operations faster, providing insightful recommendations and identifying further industry trends.

**The Channel choice**

The Channel Choice means technology should act as a driver, not a blocker, and whilst evolving is essential, it should be balanced with human interaction and support. True CX should support individual needs, with innovation playing a part in enhancing this to avoid customers feeling they must follow one path. Some may wish to have a phone call, or communicate via email – no matter their demographic or personal preference, all customers should feel happy accessing the services they want.

As the industry moves forward, a combination of both technology and human based contact is essential for customers. The CX is an important part of the TX, and without innovation, this experience cannot develop. In short, companies in the Technology Channel should consider the importance of how they can implement this technology without creating an overreliance on it.

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# Bridging the IT skills gap: A strategic shift for channel leaders

The IT industry is facing a significant skills shortage, resulting in an impact on innovation and growth across businesses of all sizes. The channel is no exception as it finds itself in need of fresh talent, but plugging the skills gap has proved to be somewhat of a juggling act. According to the Tech Channel Ambassadors (TCA), the UK channel must recruit approximately 100,000 people while simultaneously spending billions annually just to retain key staff.

**BY HOLLY ANSCHUTZ, CHANNEL DIRECTOR UK&I AT EXTREME NETWORKS**



FOR CHANNEL ORGANISATIONS, the skills gap can translate to increased costs, potential customer dissatisfaction, and limited growth opportunities; just to name a few. In fact, the International Data Corporation (IDC) predicts that 90% of organisations will be affected by the IT skills crisis, potentially leading to \$5.5 trillion in losses due to product delays, reduced competitiveness, and lost business.

With demand for skilled professionals vastly exceeding supply, channel leaders must shift their strategies in order to continue to drive customer success.

## Understanding the tech talent deficit

The challenge is two-fold. First, the workforce is suffering the slings and arrows of rapid technological evolution, which constantly demands new, evolving skillsets. Whether it's learning a new programming language, integrating cloud infrastructures, or staying on top of emerging cyber threat tactics, IT professionals are constantly adapting to the fast-paced evolution of the industry. As a result, many struggle to stay up to date in a field that never stands still.

When an industry's growth outpaces its ability to find skilled workers, businesses inevitably bear the



brunt. The scarcity of talent drives up operating costs and can even delay projects as companies compete fiercely for the limited number of qualified individuals. Thus, the ripple effect begins, impacting productivity, growth, and ultimately, the bottom line. As such, distribution partners have started seizing the opportunity to expand knowledge, diversify skills, and create a larger pool of capable professionals.

So, how do channel organisations contribute to developing IT talent and reducing the skills gap?

### Developing IT talent: The next steps for channel leaders

Traditional methods of hiring, which depend heavily on large tech companies, aren't effective anymore. To bridge the technology skills gap, channel organisations should focus on developing core competencies to build a more adaptable and capable workforce.

One strategic shift could involve transitioning to a Managed Service Provider (MSP) model, helping remove workloads from organisations and enabling them to outsource key IT functions. As partners embrace this MSP-style business model, they will also need to adopt a DevOps-oriented approach to manage increased workloads and offer new service capabilities. Integrating Generative AI will also be crucial for automating service delivery more efficiently, particularly in customer support, and gaining a competitive advantage. In an increasingly crowded market, standing out requires skillset differentiation. Demonstrating advanced technical capabilities, showcasing successful case studies, and delivering measurable outcomes will help position companies above competitors.

Channel leaders can take several proactive steps to build the talent needed for this shift. One effective strategy is to develop scalable training programmes that focus on competency-based learning. These initiatives can attract new talent, while also providing ideal upskilling opportunities for existing personnel, facilitating continuous learning and ensuring everyone is up to speed with the latest technologies. Free training programs like Extreme Academy, for instance, offer a comprehensive range of courses that not only equip students with specialized qualifications but also promote a well-rounded understanding of concepts like network design and security, making them widely applicable across the industry.

By building valuable programmes that offer hands-on experience, not only do individual partners gain



relevant expertise in necessary fields, but it also strengthens the overall IT ecosystem, sustaining healthy competition among candidates and supporting innovative growth within the industry. Additionally, offering educational training courses positions channel organisations as key players in the fight for enhanced technological innovation and business success.

It's important to note that investing in talent development isn't a quick fix. Nor should it be treated as one. To deliver tangible value to the industry, channel organisations must approach talent development with careful planning and execution. This involves aligning and updating training initiatives with recent industry advancements and providing ongoing support to participants. With these resources in place, individual partners can enhance their competitiveness, improve employee retention, and strengthen customer relationships to secure a more stable future.

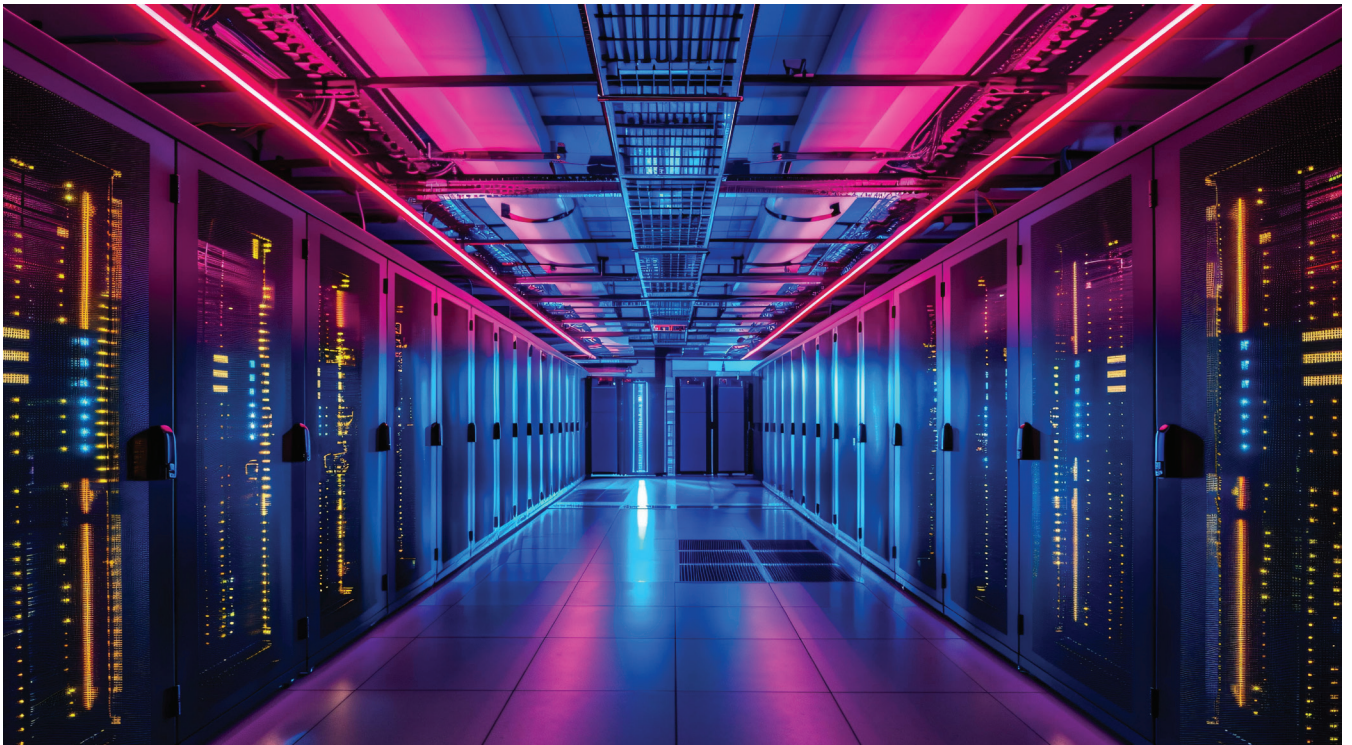
### The bottom line

Channel leaders have a crucial role to play in shaping the future of the IT industry. Now more than ever, these organisations should assess their training offerings, focusing on nurturing talent, broadening the skilled workforce, and building a strong foundation with scalable, grassroots-level training.

By taking decisive action and investing in programmes that inspire new generations to embrace technology, leaders can address the skills gap and keep the channel ecosystem strong, ensuring that the industry remains adaptable, innovative, and capable of meeting the demands of a constantly evolving, tech-driven world.

It's important to note that investing in talent development isn't a quick fix. Nor should it be treated as one.





## Opportunities and risks in the channel

Life in the channel has changed significantly over the last twenty years. Emerging technologies and evolving business needs are constantly transforming the key players and dynamics. While there was once a time where the channel could target C-suite leaders and potential prospects with a range of specific areas from storage to hardware, today, matters are a little more complex.

**BY DENNIS FRANK, VICE PRESIDENT, EMEA STRATEGIC PARTNERS & ALLIANCES AND EMEA INSIDE SALES**



COMPLEXITY for today's CIOs, CTOs, and CEOs comes increasingly in the form of the non-stop explosion of new technologies. Technology is growing faster than ever before, with Gartner projecting global IT spending will reach approximately \$5.26 trillion by the end of 2024, marking a 7.5% increase from 2023. This growth is driven by significant investments in a range of technologies that we are seeing change every single day – from quantum and edge computing, cybersecurity and blockchain through to GenAI. The C-suite, then, finds themselves less focused on one specific growth area, and instead they are using much of their resources simply to keep up with the changing technology landscape.

Additional complexity is brought to the table, courtesy of rising inflation and interest rates alongside slowing economic growth, making business leaders focus more than ever on finding efficiencies, enhancing productivity and

optimising operations. Each of these new enterprise challenges, however, also presents an opportunity for the channel. These challenges call for partners with strong expertise and offerings to help solve them – but they also mean that competition between channel partners has never been higher.

In this constantly evolving environment, channel partners must stay abreast of changing industry trends as well as the opportunities – and risks – they present. It's through this approach that they can ensure they rise above the competition to leverage the changing landscape for success.

### **In the channel, sharing is caring**

Exponentially developing technologies make it difficult for businesses to keep up and can outpace a company's ability to adapt its strategies, processes and infrastructure. As such, one of the biggest opportunities for channel partners lies in the ability to develop highly-valued resources for

their customers. Vendors that provide products like servers and networks, for example, rely on partners to help them expand their reach and diversify revenue streams. For many, channel partners can act as an instrumental missing piece in helping to grow product or service offerings, respond more quickly, and deliver tailored and all-encompassing solutions to better satisfy customer needs.

Providing resources in this way is also an important long-term solution for both channel partners and customers, helping to build trust and strengthen relationships. It can lead to more successful joint ventures, resulting in more customers being reached and bigger slices of the market share gained. It also goes a long way in helping to foster long-standing partnerships, which – particularly in a fluctuating and dynamic business environment – is crucial for continued success.

### Modernising the data center

One example of where partners can provide crucial support is in the growing shift towards the modernisation of the data center. Research from last year indicated that around half of organisations surveyed had set goals to reduce the energy consumed by their data center's resources. It also highlighted the need for modern data infrastructure to make this a reality.

As data centers work towards this goal by adopting advanced technologies like AI, edge computing and sustainable solutions, channel partners are constantly required to upskill to provide the relevant services and support to meet increased demand for expertise. These partners can support with enabling AI-driven business value, for example, which can offer efficiency improvements and enable highly differentiated innovations, representing a transformative opportunity for businesses.

Furthermore, for companies that create, curate, or provide services related to unstructured data and content, AI can revolutionise how they curate and monetise their data, creating new revenue streams and business models. Channel partners must therefore be able to effectively manage and analyse data, which must not only be safely and responsibly handled, but also intelligently leveraged for more informed business decisions. This is also a reason why access to the right data, in a world of increasingly diverse data types, is crucial.

Alongside these intricacies, the growing emphasis on environmental and green initiatives means channel partners must always remain aligned with sustainable practices, with businesses increasingly referencing moral and regulatory requirements as a key factor in the decision to improve their data center operations' sustainability. Channel partners can help organisations get there by offering solutions that optimise energy efficiency and incorporate renewable energy sources, such as energy management solutions, cloud and

virtualisation services and sustainable product offerings.

### Navigating supply chain challenges

Creating a green data center, however, comes with internal business considerations as well as external market challenges. One example includes increasing supply chain challenges and delays in the form of natural disasters, health crises, and manmade disruptions, which can significantly halt production and distribution. As a result, vendors may see increased costs due to being forced to procure materials from alternative suppliers at higher prices, which can have detrimental impacts on a company's bottom line. Such disruptions can also cause product shortages or surpluses, which can complicate inventory management, potentially even leading to lost sales or excess stock.

Investment in strategies to enhance supply chain resilience has never been more important. According to further insights from Gartner, 61% of supply chain organisations identify technology as a source of competitive advantage, and 20% highlight emerging technologies as highly important investment areas. Predictive analytics is one such technology which can offer a wide range of benefits by using historical data to forecast future events and trends. These analytics can enable increased agility and flexibility, helping businesses to quickly adapt to changing market conditions and customer demands, which is critical in maintaining a competitive edge. Supply chain issues can also drive many organisations to adopt more sustainable practices, forcing them to optimise their resource use to reduce waste and improve efficiency.

### Always staying a step ahead

Throughout the many ups and downs of the industry, channel partners must continue to assess the landscape and strategically plan their next move. This not only relates to familiar areas, such as the need to carefully consider target markets and customers, but it's an approach that should be embedded into the whole partner relationship.

Sustainability considerations must also consistently be at the forefront of all decision-making to ensure growing regulatory demands and expectations from customers and consumers are met.

The value of the channel is tremendous in that it can truly help to bring a business offering together – but it should be based on the collaborative approach of developing a joint value proposition. The first all-important step is aligning on a shared vision and clear expectations around what success looks like to both parties.

As the technology industry continues to develop in ways we cannot always predict, this way forward will lead to real value by helping to create more effective and impactful solutions – and ultimately, it's this approach that will drive mutual success.



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