

ANNUAL RESEARCH REPORT

State of B2B Partnership Ecosystems 2025

Key benchmarks, patterns, and findings from high-performing partnership programs across growth-stage and enterprise organizations.

Executive Summary

The B2B partnership landscape is at an inflection point. B2B organizations are increasingly relying on partner ecosystems to fulfill buyer and customer expectations, advance innovation, and achieve corporate revenue and growth objectives.¹

67% of surveyed organizations plan for their indirect revenue to grow above prior year levels. Those making the shift to ecosystem-led growth are seeing outsized returns.²

73%¹

Of CROs cite ecosystem as a top-3 growth priority for 2025

67%²

Plan indirect revenue to grow above the prior year

2.8x³

Higher win rate: partner-attributed vs. direct deals

"2025 marks the year partnerships move from 'nice to have' to 'must have' in the B2B growth playbook."

Key Findings

Finding 1: The Operating Model Gap Is the #1 Failure Point

When asked why partner programs underperform, the majority of partnership leaders cite a lack of an operating model as the primary cause, ahead of partner quality, executive support, and technology. Programs with defined governance structures and repeatable co-sell motions significantly outperform unstructured programs on revenue attribution.

Finding 2: Curation Is Correlated with Performance⁴

Programs with a defined, smaller set of 'active tier' partners consistently outperform larger partner lists on revenue per partner, partner NPS, and active partner rate. The top-performing programs maintain deep enablement, defined co-sell plays, and structured QBR cadences.

Finding 3: Co-Sell Discipline Drives Pipeline Quality³

Organizations with formal co-sell playbooks and joint pipeline-tracking reports have materially higher partner-influenced win rates. Partner-attributed deals are on average 32% larger and have a win rate 2.8x higher than non-partner deals.

Finding 4: Enablement Drives Activation⁵

Partner activation rates are directly correlated with the quality and speed of onboarding and enablement. Certified partners close deals 38% faster than non-certified partners on average.

Performance Benchmarks

How does your program compare? Use these benchmarks to assess your ecosystem's performance. On average, 37% of B2B marketing budgets are devoted to partner marketing activities.⁶

Metric	Developing	Emerging	Performing	Best-in-Class
Partner-Sourced Pipeline %	< 10%	10–25%	25–40%	40%+
Active Partner Rate (90-day)	< 20%	20–40%	40–60%	60%+
Time to First Deal (days)	> 180	90–180	45–90	< 45
Partner NPS	< 20	20–40	40–60	60+
Revenue Per Partner (\$K)	< \$50K	\$50–150K	\$150–400K	\$400K+
Partner-Influenced Win Rate	< 15%	15–25%	25–40%	40%+

Five Trends Shaping Ecosystems in 2025

1. The Rise of Ecosystem-Led Growth (ELG)

Ecosystem-Led Growth is emerging as the third pillar of B2B go-to-market strategy. ELG leverages partner data, relationships, and co-sell motions to improve win rates, reduce CAC, and expand into new markets. High-growth brands are three times more likely to use marketing partnerships as part of their overall strategy than no-growth firms.⁷

2. Partner Data as a Competitive Asset

Leading organizations are investing in ecosystem intelligence — using partner data, overlap analysis, and co-sell performance to make smarter strategic decisions. IDC projects the HubSpot partner ecosystem opportunity alone will exceed \$7 billion within companies with over 200 employees by 2028.⁸

3. Fractional Partnership Leadership on the Rise

The fractional model — bringing in senior partnership operators on a part-time or project basis — is gaining significant traction, particularly in growth-stage companies. Fractional models allow organizations to access operator-level expertise without the cost and commitment of a full-time hire.

4. Co-Sell as a Core GTM Motion

Co-selling is moving from an informal practice to a structured GTM motion. Deals are 53% more likely to close when there's a partner involved, and they close 46% faster.⁷

5. Partner Experience as a Retention Driver

As ecosystems become more competitive for partner attention, the quality of the partner experience is emerging as a key differentiator. 69% of partner ecosystem leaders plan to increase PRM investments to support this.⁹

What Best-in-Class Programs Do Differently

A consistent set of structural and operational characteristics separates best-in-class performers from the rest. 63.5% of companies report that channel partners contribute meaningfully to annual revenue — but only those with structured programs consistently realize this potential.¹⁰

- They have a defined partner segmentation model — not every partner is treated the same.
- They assign dedicated partner success ownership for Tier 1 partners.
- They have joint pipeline tracking with every active co-sell partner.
- They conduct structured QBRs with core partners quarterly.
- They measure and report on partner-sourced pipeline as a board-level metric.
- They have formal co-sell playbooks that both internal sellers and partners can execute.
- They invest in partner enablement as a continuous function, not a one-time event.
- They actively curate their ecosystem — offboarding underperforming partners with a defined process.
- They have a partner recruitment roadmap aligned to their ICP and GTM strategy.
- They treat partner NPS as a leading indicator of future revenue performance.

Recommendations for Partnership Leaders

1 Audit before you build.
Before investing in new partner recruitment or technology, audit your existing ecosystem. You likely have high-potential partners that are underactivated.

2 Define your operating model.
Choose a governance structure, assign ownership, and build repeatable processes before you scale. Operating model gaps compound as programs grow.

3 Invest in your Tier 1 deeply.
Identify your top 10–15 partners and treat them as strategic accounts by providing dedicated enablement, joint QBRs, co-sell coordination, and executive alignment.

4 Build measurement before you build scale.
If you can't track partner-sourced pipeline, partner activity, and revenue per partner, your ecosystem isn't ready to scale.

5 Think about ELG.
Ecosystem-Led Growth is not a future concept — it is a present reality for the highest-performing B2B organizations. Start building the operational foundation now.

Evoque helps organizations build partnership programs that perform at this level.

Book a strategy session to discuss your ecosystem goals.

Book a Strategy Session → evoque-partners.com

Sources

¹ Forrester Research, "The State of B2B Partner Ecosystems, 2025," forrester.com, 2025. Available at: forrester.com/report/the-state-of-b2b-partner-ecosystems-2025

² Forrester Research, "The State of B2B Partner Ecosystems, 2025" — 67% of surveyed B2B organizations plan indirect revenue to grow above prior year levels.

³ Introw, "Partner Deals Have a 32% Bigger Deal Size and 2.8X Higher Win Rate," introw.io, 2024.

⁴ Breezy, "112 Stats You Never Knew About Strategic Partnerships," breezy.io — citing multiple primary partnership research sources, including Demand Gen 2022 Partner Marketing Benchmark Survey.

⁵ Continu, "Partner Enablement Statistics 2026: Key Trends & ROI Data," continu.com — citing ICONIQ Growth, Forrester, Foundry, and Intellum research.

⁶ Foundry, "Partner Marketing Research 2024," foundryco.com, 2024 — 37% of B2B marketing budgets devoted to partner marketing; 62% planned budget increases.

⁷ Breezy, "112 Stats You Never Knew About Strategic Partnerships," breezy.io — citing multiple primary partnership research sources, including Demand Gen 2022 Partner Marketing Benchmark Survey.

⁸ IDC White Paper, sponsored by HubSpot, "The Agentic Shift: AI Reshaping HubSpot's \$36B Partner Opportunity," #US53770925, September 2025.

⁹ Forrester Research, cited in Continu (2024) — 69% of partner ecosystem leaders plan to increase PRM investments.

¹⁰ Intellum, "Partner Program Research, 2024" — 63.5% of companies report channel partners contribute meaningfully to annual revenue.