

IN DEPTH REPORT · JUNE 2026

Claude Partner Program Announcement

The Claude Partner Network is the most consequential partner program launch in enterprise AI to date. This report breaks down how it works and what it means for services firms and partnerships teams at technology vendors.

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EXECUTIVE SUMMARY

The Claude Partner Network

Anthropic launched the Claude Partner Network in March 2026 with a \$100 million initial investment and formalized it into a structured, tiered program on June 3, 2026 with the announcement of the Services Track and Claude Partner Hub. More than 40,000 firms applied to join within the first three months of the program's availability. More than 10,000 consultants earned a Claude certification in the same period. Few partner program launches in recent enterprise software history have opened with comparable demand.

The timing is inseparable from Anthropic's trajectory. The company crossed \$14 billion in annualized revenue at the close of its Series G in February 2026, \$30 billion in April, and approximately \$45 billion by late May. Approximately 80% of that revenue comes from enterprise customers. The CPN is the infrastructure Anthropic is building to scale delivery without scaling headcount at equivalent speed.

The Services Track

The Services Track — the only track with a full published program guide at the time of this writing — is a tiered recognition program for system integrators, consultancies, and managed service providers that deliver Claude implementations for enterprise clients. It has three partner tiers above a pre-partner on-ramp: Select, Preferred, and Global Premier. Tier standing is earned exclusively through three verified metrics: active certified individuals (90-day activity window), deployed joint customers (trailing 12 months, production only), and public customer stories.

There are no revenue commitments, no program fees, and no path to tier standing that bypasses delivered outcomes. The requirements are published and identical for every firm regardless of size. A tier designation in the CPN means something specific and verifiable.

Two additional tracks exist at earlier stages of development: the Development Partner Program for firms building MCP connectors and integrations, and a resell track confirmed but not yet published. The Claude Marketplace provides enterprise buyers a consolidated procurement channel for Claude-powered partner solutions.

What Makes It Different

Two elements of the CPN design stand apart from standard partner program practice. First, the operational infrastructure: the program runs on Euler, an AI-native PRM, with a Model Context Protocol (MCP) connector that embeds program management directly into Claude — partners can register engagements and check tier standing without leaving the platform they use for delivery work. It is the first program at this level of sophistication to apply ease of doing business natively to the partnership itself. Second, the Customer Story Incentive: Anthropic pays \$5,000 per approved customer story above a partner's tier floor, with a flagship kicker of \$2,500 when Anthropic publishes the story on its own channels.

The Competitive Context

The CPN is the most structurally developed partner program in the frontier AI category. OpenAI's Frontier Alliances is invitation-only, closed to all but a handful of global GSIs, with no published requirements. The Deployment Company, OpenAI's separately funded midmarket delivery vehicle, is not a partner program. Google Cloud's Partner Advantage is the most comparable in structure, but it is tied to Google Cloud consumption rather than model deployment across clouds. The CPN is cloud-agnostic.

What to Do About It

For partnership and alliance managers at B2B technology vendors: the CPN establishes a new benchmark for partner program design in enterprise software. The firms in your partner ecosystem will be in this program. The question is whether your program is positioned to compete for the attention, resources, and strategic priorities of the same partners.

For professionals at services firms evaluating participation: the October 2026 review window is the most time-sensitive opportunity in the program's history. A firm that reaches Select by October has a minimum three-month head start in the partner directory before the January 2027 cohort. The cost of entry is low; the cost of waiting is compounding invisibility in a nascent ecosystem where Anthropic is actively routing enterprise opportunities to directory partners.

The Claude Partner Network:

Background and Strategic Context

Anthropic launched the Claude Partner Network (CPN) in March 2026, backed by an initial commitment of \$100 million allocated across partner training, sales enablement, market development funding, co-marketing, and a significant expansion of Anthropic’s partner-facing team.¹

The June 3, 2026 announcement of the Services Track and Claude Partner Hub formalized the program into a structured, tiered framework for services firms helping enterprises deploy Claude in production environments.¹

\$100M Initial 2026 Commitment	40,000+ Firms Applied to Join	10,000+ Certified Consultants
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Demand at Unprecedented Scale

According to Anthropic, since the March 2026 launch, more than 40,000 firms submitted applications to join the network. More than 10,000 consultants earned a Claude certification within the first three months of the program’s availability.¹ The program launched with approximately 100 active partners, with plans to graduate the first cohort of hundreds — potentially thousands — of additional firms around October 2026.²

Karl Kadon, Anthropic’s Global Head of Partner Experience, characterized the response as categorically different from prior partner program launches: “It far outpaces any partner program I’ve ever worked with. That’s emblematic of the opportunity that these partners recognize.”³

What the \$100 Million Covers

Steve Corfield, Anthropic’s Head of Global Business Development and Partnerships, outlined the investment across four areas at the March 2026 launch. The composition of that investment is as telling as its size. Three of the four uses — training, market development funding, and co-marketing — are standard components of any partner program launch. The fourth is not: a fivefold expansion of Anthropic’s partner-facing team, including dedicated Applied AI engineers assigned to live customer engagements and technical architects for complex implementations.¹

Embedding engineers in partner engagements signals Anthropic’s view of where its channel strategy will be won or lost: production deployments that deliver measurable outcomes require people in the room. The investment in headcount, not just funding, reflects that understanding.

The IPO Context

The formalization of the CPN coincides directly with Anthropic’s public market ambitions. On the same week as the Services Track announcement, Anthropic filed confidentially for an initial public offering with the U.S. Securities and Exchange Commission. The company had been most recently valued at approximately \$1 trillion.²

Anthropic executives were explicit about the connection. Steve Corfield stated: “The move helps demonstrate to the market that we’re thinking about scale, and that should give confidence. We want durability of customer success, which should drive durability of revenue for the company.”²

Karl Kadon added: “It would be our responsibility as a public company to show up to shareholders, and to the world, with an ecosystem that we can stand behind that is high-integrity.”²

For partnership professionals, this context is material. A partner program launched to satisfy public market investors has a different durability profile than one launched purely for commercial reasons. Anthropic has a structural incentive to ensure its partners are visible, successful, and referenceable — an incentive that intensifies, rather than disappears, after the IPO.

Anthropic’s Revenue Trajectory

The CPN launches against a backdrop of revenue growth with no direct precedent in enterprise software history. Anthropic reported approximately \$1 billion in annualized revenue in late 2024. By the close of its Series G in February 2026, a \$30 billion round that valued the company at \$380 billion, run-rate revenue had reached \$14 billion.⁴ By early April 2026, that figure had crossed \$30 billion.⁵ By late May 2026, run-rate revenue was reported at approximately \$45 billion.⁶

The enterprise concentration within that growth is material context for the CPN. Approximately 80% of Anthropic’s revenue comes from enterprise customers.⁷ More than 1,000 enterprise customers now spend over \$1 million per year with Anthropic — a figure that doubled from 500 in under two months following the Series G close.⁵

Claude’s distribution across cloud infrastructure contributed to that enterprise traction. As of April 2026, Anthropic confirmed Claude as the only frontier AI model available simultaneously on AWS Bedrock, Google Cloud Vertex AI, and Microsoft Azure Foundry.⁸ That positioning shifted in late April, when OpenAI models became available on AWS Bedrock following the restructuring of the Microsoft-OpenAI partnership and the removal of its cloud exclusivity clause.⁹ The multi-cloud distribution model that Claude pioneered has since become a competitive battleground, and it reflects the infrastructure foundation on which the CPN is built.

A partner program launched by a company crossing \$30 billion in run-rate revenue in under 18 months, with 80% enterprise concentration, is an infrastructure decision. It is a deliberate choice about how Anthropic scales delivery without scaling headcount at equivalent speed.

The Global System Integrators (GSI) Bench

The world’s largest professional services firms had already begun building Claude practices at scale before the Services Track launch. The scale of their commitments, published at the time of the June 2026 announcement, establishes the upper range of what Global Premier participation looks like in practice.

Firm	Published Commitment (June 2026)
Accenture	30,000 professionals in Claude training
Cognizant	Claude rolled out to approximately 350,000 associates globally
Deloitte	Claude available to 470,000 professionals globally
KPMG	Integration across a workforce of 276,000+
PwC	Global rollout of Claude Code and Claude Cowork
Infosys	Claude-powered agents under development by industry vertical
EPAM Systems	1,600 Anthropic-certified professionals, targeting 10,000+; ~250 “black belts” by year-end; 650+ scaled AI programs across 1,500+ client portfolio

The gap between these GSI commitments and the Global Premier minimum requirements — 1,000 certified individuals, 100 deployed customers — illustrates the distance between the program’s entry point at the top tier and what the leading firms are actually building. The GSI numbers are the relevant reference point for what serious commitment to this program looks like at scale.

The Leadership Behind the Program

The Claude Partner Network was designed and launched under the commercial leadership of Anthropic's first Chief Commercial Officer, Paul Smith, who joined in August 2025 from ServiceNow, where he served as President of Global Customer and Field Operations. The two executives directly responsible for the program's architecture and day-to-day execution are:

Steve Corfield | *Head of Global Business Development and Partnerships*

Joined Anthropic from Salesforce, where he served as Executive Vice President for Global Alliances, overseeing a network of more than 6,000 consulting partners worldwide. At Anthropic, Corfield has been responsible for building the enterprise channel from the ground up.

Karl Kadon | *Global Head of Partner Experience*

Joined Anthropic in March 2026 after approximately five years at Databricks as Global Leader, Partner Programs & Solutions — responsible for the Databricks Partner Program, the Scale Consulting & SI Ecosystem, and the Brickbuilder Solutions Program, where he oversaw a threefold increase in active partners following a partner portal redesign.

KEY TAKEAWAY

The Claude Partner Network launched with a scale of inbound demand — 40,000+ applicants, 10,000+ certifications in under 90 days — that has no direct parallel in recent partner program launches at this stage of a vendor's maturity. The timing is inseparable from Anthropic's IPO trajectory: the ecosystem is being built simultaneously as a commercial delivery mechanism and as a signal of enterprise credibility to public market investors. The executive team is not accidental: Corfield's Salesforce pedigree and Kadon's Databricks experience represent the two most studied partner ecosystem models in enterprise software, and the institutional knowledge embedded in this team is a meaningful signal of program leadership and experience.

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Program Architecture:

How the CPN Is Structured

Partners only become visible in the Claude Partner Network ecosystem once a minimum level of demonstrated impact has been verified. This is the organizing principle behind every structural decision in the program: its tier model, its measurement methodology, its review calendar, and its entry requirements. A firm does not earn recognition by joining the program. It earns recognition by proving, through verifiable evidence, that it is putting Claude to work for customers.

That design choice has direct consequences for how partnership professionals should approach the CPN. The question is not how to join. The question is how to build the track record that makes the program's recognition meaningful.

SCOPE OF THIS ANALYSIS

The Claude Partner Network is designed to accommodate multiple partner tracks. At the time of publication, Anthropic has published a full program guide exclusively for the Services Track — the edition covering system integrators, consultancies, global system integrators, and managed service providers who build certified teams and deliver Claude implementations for enterprise customers.

A Development Partner Program exists for firms building MCP connectors, desktop extensions, and custom integrations that extend Claude's capabilities — including submissions to the Anthropic Connectors Directory. A resell motion operates through authorized cloud distribution partners. Neither has a published program guide with equivalent detail on tiers, requirements, or incentive mechanics at the time of writing, or available for public information.

Following sections analyze the Services Track in depth. The Development Partner Program and resell motion are addressed in Section 6, with the caveat that available documentation for those tracks is significantly less detailed.

2.1 · The Verification Model: What the Program Actually Measures

The Services Track measures three variables and three variables only. Every firm in the program — regardless of size, geography, or revenue — is evaluated on the same evidence: how many of its people hold active certifications, how many customers have Claude running in production under its delivery, and how many of those deployments are documented in public customer references.

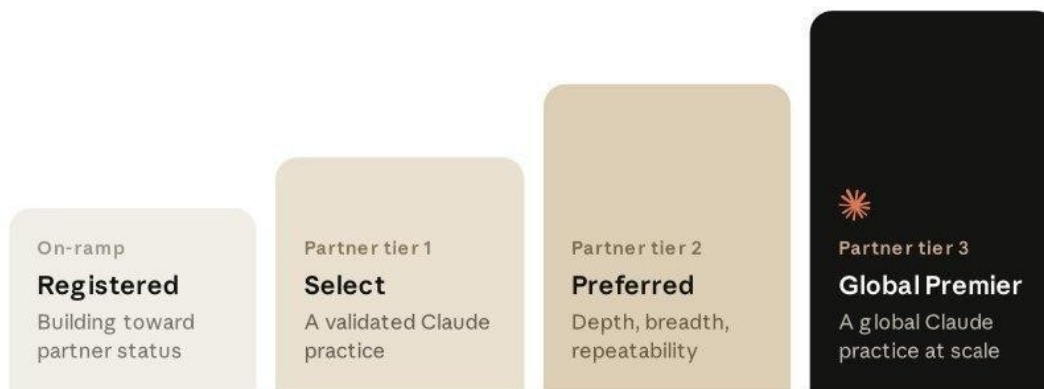
These three metrics were chosen because they are verifiable. Anthropic does not measure intent. It does not measure pipeline, revenue potential, brand recognition, or years of experience. It measures what has already happened: certified activity in the trailing 90 days, production deployments in the trailing 12 months, and published references that any prospective customer can read.

There is no composite score and no averaging. A firm that has 500 certified individuals but only one deployed customer does not qualify for Preferred. A firm with 20 deployed customers but no public references does not qualify for Select. All three minimums must be met simultaneously. This rule eliminates the most common failure mode in partner program design: firms that build impressive credentials on paper while delivering little in practice.

The implication for partnership managers is concrete. A firm evaluating whether to invest in the CPN cannot optimize for one dimension. A large certified bench without a deployment motion produces a firm that looks capable but cannot advance; deployments without certifications produce

a firm that is delivering but not recognized. At this point in time, the program is designed to reward balance, not specialization.

2.2 · The Tier Structure: Four Levels, One Ladder



The Services Track has four levels. Three are partner tiers. The fourth is a pre-partner on-ramp. The distinction matters: Registered is where a firm begins building its track record. Select is where partnership begins. A Registered firm is not a partner and cannot represent itself as one.

Tier	What it means	Who it is for
Registered Pre-partner	You have signed the Claude Partner Network Agreement and have Anthropic Partner Academy access. You are building toward partner status.	Any firm starting a Claude practice with at least ten employees they intend to certify.
Select	You are a partner. Your practice is validated: a certified bench, live joint customers, and a public reference.	Firms with an established Claude delivery or activation motion.
Preferred	You operate with depth and expertise. Deeper bench, wider footprint, repeatable references.	Firms running Claude as a dedicated practice area.
Global Premier	You operate a global Claude practice at scale: a deep certified bench, customers across multiple regions, and a joint business plan with Anthropic.	Firms running a global, multi-region Claude practice.

The distance between tiers is not linear. Moving from Registered to Select requires 10 certified individuals, 2 deployed customers, and 1 public reference. Moving from Select to Preferred requires 100 certified individuals, 15 deployed customers, and 3 public references. That is a 10x increase in certified bench and a 7.5x increase in deployed customers. The program is designed to be accessible at entry and demanding at scale.

One design principle governs all tiers: size does not determine standing. A ten-person AI-native firm and a global consultancy face identical published requirements. Karl Kadon stated: “All partners in this ecosystem can feel really confident that their tier, their standing within this

program... is going to categorically recognize them for areas of proficiency, whether that's industry or product or persona."¹

The practical consequence is that tier standing is a signal the market can trust. When a firm reaches Preferred, it means something specific: 100 certified people, 15 production deployments, 3 published references. A buyer evaluating CPN partners can compare firms at the same tier with confidence that the underlying evidence is equivalent.

Registered: The On-Ramp

Registered exists to do one job: get a firm to Select. It provides full access to Anthropic Partner Academy, PAM AI, and a portal dashboard showing exactly how far the firm is from each Select requirement. A Registered firm can also register joint customers from day one — which is how it begins accruing the deployment history that counts toward tier standing. Firms that wait until Select to start registering work are leaving verifiable track record on the table.

Registered requires a commitment to certify at least ten current employees. This is the practitioner floor — a stated intent, not a fulfilled requirement. The certified bench requirement, where certifications must be active and verified by platform activity, begins at Select.

Select: Where Visibility Begins

Reaching Select is the first moment a firm becomes visible in the CPN ecosystem. The Claude Partner badge, the partner directory listing, and the partner mark are all gated at Select. Before Select, a firm is building; at Select, a firm is recognized. The business case is straightforward: a Select firm appears in Anthropic's partner directory — the first place enterprise customers and Anthropic's own sales team look for delivery partners. Firms below Select are invisible to that demand.

Preferred: Depth at Practice Scale

Preferred represents a qualitative shift, not just a quantitative one. The jump from Select to Preferred requires a firm to have built Claude as a dedicated practice area, not a side capability. At Preferred, co-sell support from Anthropic becomes available on a deal-by-deal basis. Anthropic puts its own people on deals, which accelerates enterprise sales cycles and gives the partner access to Anthropic's direct relationships.

Global Premier: Practice at Scale

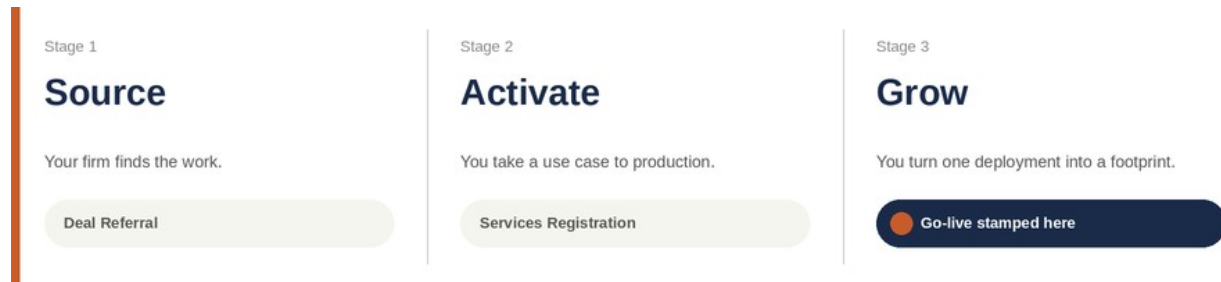
Global Premier is reserved for firms that can demonstrate Claude delivery at a global scale: 1,000 active certified individuals, 100 deployed customers across at least three regions, and 15 public customer stories. The regional requirement means that Global Premier cannot be achieved by concentrating delivery in a single geography. At this tier, Anthropic assigns a named Partner Account Manager and builds co-sell support into the joint business plan. The relationship becomes bilateral: Anthropic co-invests with the partner, not just alongside it.

2.3 · Three Paths to Demonstrated Impact

The program recognizes that Claude delivery takes more than one form. Three distinct archetypes of partner work are defined, each earning tier credit through the same published requirements — a design that eliminates the bias toward implementation-heavy firms that characterizes many traditional partner programs.

Adopt-focused firms train customer teams, stand up governance frameworks, and drive expansion after initial deployment. Transform-focused firms move customers from pilot to scaled production across business units. Build-focused firms architect and engineer Claude into production infrastructure. A firm specializing in organizational change management earns the same tier credit as one specializing in systems integration. What matters is that customers have Claude running in production and that the partner is on record as the delivery lead.

2.4 · How Impact Is Measured: The Engagement Lifecycle



Every customer engagement moves through three stages. Source is where a firm identifies the work. Activate is where the firm takes a use case to production. Grow is where the firm turns one deployment into a broader footprint within the customer account.

Go-live is stamped at the Activate stage, and its definition is precise: the point at which a registered use case first reaches sustained production consumption, as measured by Anthropic's telemetry. A pilot does not clear this bar. A proof of concept does not clear this bar. A deployment that churns after go-live does not count in the trailing-12-month window.

Deployment timelines, not contract timelines, determine when work counts. A firm that signs 15 contracts in Q1 but takes nine months to reach go-live on each one will not qualify for Preferred in Q1. The program measures production reality, not commercial activity.

2.5 · Program Design in Industry Context

The architecture of the Claude Partner Network reflects a model that every major technology vendor has built toward over the past decade: program tracks organized around the fundamental go-to-market motions driven by partners — sell, build, deliver, and in more mature programs, manage. The Services Track formalizes the deliver motion; the Development Partner Program addresses build; the resell motion, still under development via authorized cloud distribution partners, covers sell. The manage motion has not yet been announced. This is not an experimental design — it is a well-established playbook, executed by Salesforce, ServiceNow, AWS, and Microsoft before Anthropic.

ANALYST PERSPECTIVE

What the Services Track does not yet have is a robust set of delivery quality signals beyond the customer success story requirement. A public customer reference demonstrates that a client was willing to go on record — a meaningful bar, but a limited one. The number of stories required at each tier is small relative to the expected volume of completed projects at scale: a Preferred partner could theoretically complete dozens of engagements per year while only three references are required for tier standing.

As the program matures, it is reasonable to expect more granular delivery quality metrics — customer satisfaction scores, outcome measurements, or third-party validation. This is the pattern of the programs the CPN most closely resembles: Salesforce introduced AppExchange customer reviews and CSAT requirements as its ecosystem scaled, and ServiceNow built customer satisfaction tracking into its tier assessments over time. The absence of these mechanisms at launch is not a design flaw — it is a characteristic of early-stage program architecture.

KEY TAKEAWAY

The CPN's program architecture is consistent with what the major IT vendors have built over the past decade: tracks aligned to the fundamental go-to-market motions of sell, build, and deliver, with tier progression based on certified headcount, production deployments, and verified customer references. This is not structural innovation; it is sound execution of a proven model — with the notable distinction that outcomes are measured in production deployments and public references rather than revenue commitments or program fees, which makes the requirements more verifiable and less subject to manipulation.

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Requirements Framework:

Three Metrics. Published. The Same for Everyone.

The requirements framework is the operational core of the Claude Partner Network. It determines who advances, when they advance, and on what evidence. The framework has three characteristics that distinguish it from most partner program requirement models: it is fully published, uniformly applied regardless of firm size, and measured against outcomes that have already occurred rather than commitments about what will occur.

Understanding the precise definitions behind each metric is not an administrative exercise. The definitions determine what counts, what does not count, and what a firm needs to do differently to build toward the next tier. Each definition closes a specific path to apparent compliance without real delivery.

3.1 · The Three Canonical Metric Definitions

Active Certified Individual

An Active Certified Individual is a person at the partner firm who holds any current official Anthropic partner certification and has recorded Academy or certification activity in the trailing 90 days. At the time of publication, the only certification that qualifies is the Claude Certified Architect: Foundations (CCA-F). Additional certifications for sellers, developers, and advanced architects are planned for later in 2026, with existing partners receiving priority access.

The 90-day activity requirement is the operationally significant element. A certification earned six months ago by someone who has since stopped using the platform does not count toward the bench. The bench is a live number, not a historical one: a firm that certifies 20 people in Q1 and loses 15 to inactivity by Q3 will find its count below the Select minimum, even though those individuals technically hold the credential. Managing bench activity is an ongoing operational responsibility, not a one-time certification campaign.

INDUSTRY CONTEXT

Product-Led Partnering and the 90-Day Activity Model

The choice to measure certification validity through ongoing platform activity rather than a fixed expiration date has a direct precedent in enterprise software. The early architecture of the Salesforce partner program required firms to create a Salesforce organization and engage with the product before converting to partner status — the structural consequence was product-led partnership adoption: every firm that became a partner had already used the product.

Anthropic applies a variation of the same logic: a firm whose certified individuals are not actively using Claude will find its bench count decaying each quarter. The 90-day window creates a continuous structural incentive to keep people engaged with the platform throughout the life of the partnership. Steve Corfield's background leading Global Alliances at Salesforce makes this design parallel deliberate rather than coincidental.

This model contrasts with the fixed-expiry approach used by most major vendors. AWS certifications are valid for three years from the exam date, with renewal by re-examination. Salesforce certifications do not expire on a fixed date but require maintenance module completion after each product release — typically three times per year. Oracle certifications are version-tied, accepting the current and immediately preceding product version. Pegasystems uses a 90-day platform activity model comparable to Anthropic's, requiring active engagement with the platform for a certified

resource to count toward partner program standing. Anthropic's model is the most demanding in terms of ongoing activity verification, and the most directly tied to actual platform use rather than calendar dates.

Deployed Joint Customer

A Deployed Joint Customer is a unique customer organization with at least one live Claude production deployment on which the partner firm is the Delivery Partner of Record, within the trailing 12 months, as measured by Anthropic.

Three exclusions define the boundary of what counts: pre-production pilots, proofs of concept, and deployments that have churned. The trailing-12-month window means a deployment that went live 18 months ago and is still running counts; one that went live last month and has since churned does not.

The Delivery Partner of Record (DPoR) is the critical attribution mechanism. Only one partner can hold DPoR status on any given deployment. When multiple partners are involved in a customer engagement — a common scenario in complex enterprise implementations — only the DPoR receives deployment credit for tier standing purposes. This has direct implications for firms that operate as subcontractors or in consortium arrangements. A firm that does significant delivery work but is not registered as DPoR receives no tier credit for that engagement, regardless of the scope of its contribution. The DPoR designation must be established through Services Registration before go-live.

For the Global Premier footprint requirement, the customer's region is determined by the organization's primary operating region as recorded in Anthropic's customer records — not where the deployment runs. The four regions are Americas (AMER), Europe Middle East and Africa (EMEA), Asia Pacific (APAC), and Japan (JP). A partner reaching 100 deployed customers all in AMER does not qualify for Global Premier; the 100 customers must span at least three of the four defined regions.

Public Customer Story

A Public Customer Story is a documented account of a production Claude deployment, delivered with partner involvement, that a prospective customer can access without an NDA or an Anthropic intermediary. Four requirements must all be met simultaneously.

First, it must be published — by the partner, the customer, or jointly. A reference that exists only within Anthropic's internal review system is a private reference. It does not satisfy the public-reference requirement, though it may still be used by Anthropic sales teams with the partner's consent.

Second, it must describe a production deployment — not a pilot and not a proof of concept. A case study about a successful POC that never reached production does not qualify.

Third, it must identify three specific elements: the customer's business problem, the Claude-based solution delivered, and at least one measurable outcome. A general endorsement without quantified impact does not qualify.

Fourth, it must be live and publicly reachable at the time of nomination. A story that has been taken down or made private after publication no longer qualifies.

Qualifying formats include published customer stories, case studies, blog posts, recorded videos, conference talks, and press articles. A reference accessible behind a login or under an NDA is a private reference regardless of its content.

3.2 · Requirements by Tier

Requirement	Select	Preferred	Global Premier
Active Certified Individuals	≥ 10	≥ 100	≥ 1,000
Deployed Joint Customers (TTM)	≥ 2	≥ 15	≥ 100 / 3+ regions
Public Customer Stories	≥ 1	≥ 3	≥ 15

The requirements table has no hidden variables. The numbers shown are the exact thresholds Anthropic uses internally, and the dashboard a partner sees in the Claude Partner Hub reconciles to these definitions exactly. There is no weighting, no partial credit, and no alternative path to a tier that bypasses any of the three requirements. The threshold review is annual; changes are announced through the Partner Hub and partners are responsible for monitoring the current Program Guide.

3.3 · The Delivery Partner of Record: Attribution in Practice

The Delivery Partner of Record is the single partner attached as lead delivery on a registered use case — the role to which deployed-customer credit attaches. Only one firm can hold DPoR status per deployment, and in consortium or subcontracting arrangements the designation determines which firm receives the tier credit, regardless of how the delivery work was divided.

This is a deliberate choice to ensure that tier credit reflects the partner relationship Anthropic is formally tracking. Firms in consortium or subcontracting arrangements need to negotiate DPoR status explicitly before go-live, and that the partner who registers the engagement in the Claude Partner Hub is the one who receives the credit. Engagements delivered prior to the program's launch are eligible for retroactive registration. Once Anthropic confirms the joint footprint, the registering firm becomes the Delivery Partner of Record and the work counts toward tier standing.

The practical guidance is straightforward: if delivery credit matters for your firm's tier standing, register the engagement as DPoR ideally before go-live. Once go-live is stamped, the attribution is locked.

3.4 · The Tier Review Calendar

Tier promotions follow a published schedule. Promotions are processed twice a year, on January 1 and July 1. A firm is promoted once it has held the next tier's requirements across the prior review window. Demotions happen only at the annual review on December 31, with 90 days' advance notice and a remediation plan, except in two cases: a sustained certification floor breach across two consecutive quarterly audits, or a material program breach.

Tier protection applies once a firm is promoted. A promoted firm retains its tier through at least the next annual review plus the 90-day remediation window. This means a firm promoted to Preferred in July 2026 is protected through at least March 31, 2027, even if its metrics fall below the Preferred threshold during that period.

One additional review date applies exclusively to the 2026 launch cohort: October 1, 2026. Firms joining the program during the launch period and maintaining their minimums through the summer will be eligible for their first tier promotion in October, rather than waiting until January

2027. This is a one-time adjustment so that early partners are not disadvantaged by the timing of the program’s launch relative to the standing review schedule. From 2027, the calendar returns to January 1 and July 1 as the only standing promotion dates.

ANALYST GUIDANCE

The October 2026 Window: A Time-Bound Opportunity for Early Movers

Anthropic has been explicit that the October 2026 review is designed to reward early investment. The firms eligible for promotion in October are those that register now, build their certified bench between June and September, and reach go-live on their first customer deployments before the end of Q3. A firm that reaches Select in October will have been a recognized partner for at least three months before the January 2027 cohort enters the directory — a meaningful head start in a nascent ecosystem where Anthropic’s own sales team is actively routing customer opportunities to directory partners.

The recommendation is direct: firms with a genuine interest in building a Claude practice should prioritize getting their first 10 certifications completed and their first two customer deployments registered before the end of September 2026. That is the minimum required to be eligible for Select at the October review. Firms targeting Preferred should begin building now toward the 100-certification and 15-deployment thresholds, with the January 2027 review as the realistic first opportunity for that tier.

3.5 · CCA-F: The Certification Landscape

The Claude Certified Architect: Foundations (CCA-F) is Anthropic’s first official partner certification and the only credential counting toward the active certified bench at the time of publication. It was launched in March 2026 alongside the Claude Partner Network.

The exam consists of 60 scenario-based questions across five domains: agentic architecture and orchestration (27%), Claude Code configuration and workflows (20%), prompt engineering and structured output (20%), tool design and MCP integration (18%), and context management and reliability (15%). Duration is 120 minutes. The exam is proctored.

The total time required to complete the learning path and prepare for the exam is not published by Anthropic. Partnership managers building certification plans should factor in preparation time beyond the four required courses.

Item	Cost	Eligibility / Timing	Duration
Academy learning path	Free	All tiers	Not published
CCA-F exam — first attempt (partners)	\$49.50	Select and above	120 minutes
CCA-F exam — retake	\$99.00	6 months after first attempt	120 minutes

Anthropic has confirmed that additional certifications — covering sellers, developers, and advanced architects — are planned for later in 2026. Existing partners will receive priority access. When those certifications become available, each individual holding one will count toward the active certified bench, provided the 90-day activity requirement is met.

ANALYST PERSPECTIVE

The timing of certification investment matters as much as the volume. A firm planning for the October 2026 window needs to start certification campaigns in June or July at the latest — accounting for the time to complete the learning path and sit the exam — and to ensure those certified individuals maintain active Academy engagement through the review date.

The introduction of additional certifications later in 2026 will let firms diversify their bench credentials. A firm that has certified primarily technical architects should plan to expand into seller and developer certifications as they become available — both to deepen the bench and to ensure continuity if any cohort of CCA-F holders drops below the 90-day activity threshold.

KEY TAKEAWAY

The CPN's requirements framework is precise by design. Each of the three metrics — certified bench, deployed customers, public references — has a definition that counts only what has genuinely happened in production, and excludes everything that merely looks like it. For partnership professionals, the operational implication is straightforward: the path to tier standing is measured continuously, not at a single point in time, and the only work that counts is work that is registered, delivered, and verified. The October 2026 review window creates a concrete and time-bound opportunity for firms entering the program now. Firms that register their first deployments before the summer and reach go-live by September will be eligible for Select recognition in October — ahead of the January 2027 cohort that will face a significantly more crowded field.

SOURCES

- 1 Anthropic. "Claude Partner Network Services Track & Partner Hub." Anthropic PBC, June 3, 2026. <https://www.anthropic.com/news/services-track-partner-hub>

Benefits & Incentives:

What Partners Get and How It Works

The benefits structure of the Claude Partner Network is organized around a straightforward principle: every tier includes everything below it, and each additional tier unlocks a new layer of support calibrated to the depth of the partnership. Benefits are divided into two categories. Build benefits support practice development and enablement. Sell and Go-to-Market benefits support commercial activity and co-sell.

The benefits grid below shows the full picture across all tiers. What follows is an analysis of the benefits that carry the most strategic weight for partnership professionals evaluating the program.

Benefit	Registered	Select	Preferred	Global Premier
Build				
Anthropic Partner Academy	Full access	•	•	•
Certification exams	Ungated	50% off 1st attempt	•	•
Partner portal dashboard	Path to Select	Full standing view	•	•
Partner Resource Hub	Limited access	Included	•	•
PAM AI	Included	•	•	•
Sandbox credits *	—	\$3K/yr on request	\$20K/yr on request	\$50K/yr on request
Sell & Go to Market				
Deal referral	—	—	Register & track	•
Co-sell support	—	—	Eligible, deal-by-deal	Allocated per JBP
Partner directory listing	—	Listed at Select	Listed at Preferred	Listed at Global Premier
Claude Partner badge & brand assets	—	Included	•	•
Partner Advisory Board	—	—	Eligible for consideration	Eligible for consideration
Event sponsorship	—	—	—	Included
Executive sponsorship	—	—	—	Included

* Sandbox dollar amounts are published base levels. Top-ups and additional terms apply. Benefits stack — every tier includes everything below it.

4.1 · Build Benefits: Enabling the Practice

Build benefits are available from Registered and scale with tier. The most immediately actionable for a firm entering the program are Partner Academy access and PAM AI — both available at Registered before any tier requirements are met.

Certification exam discounts begin at Select: a 50% discount on the first attempt at the CCA-F exam, reducing the cost from \$99 to \$49.50 per candidate. At Preferred and Global Premier, the discount continues on first attempts. Retakes are charged at the full list price of \$99 regardless of tier, and are available six months after the first attempt.

The Partner Resource Hub provides full access to program documentation, brand assets, social guidance, and the MCP connector guide at Select and above. Registered firms have limited access. The Hub is the canonical source for the current version of the Program Guide, and partners are responsible for monitoring it for updates.

A Partner Internal Use API discount is available at Preferred and above, enabling firms to use Claude for their own internal operations at a reduced rate. The specific discount terms are not published in the program materials at the time of writing.

4.2 · Sandbox Credits: Building and Testing Without Production Risk

Sandbox credits are an annual allotment of Anthropic API credits issued to a dedicated, non-production environment. They are available from Select and above, on request — not provisioned automatically when a tier is reached. A firm must submit a request through the Sandbox request form in the Claude Partner Hub. Anthropic reviews the request, provisions a separate sandbox Console org, and loads the credit. Sandbox issuance begins in July 2026.

The annual base allotments are \$3,000 at Select, \$20,000 at Preferred, and \$50,000 at Global Premier. For firms with a multi-year commercial agreement with Anthropic, the sandbox is linked to their own consumption commitment, which typically provides more capacity than the published base allotment.

Permitted uses are specific: enablement and bench training, demos, pre-contract proofs of concept, accelerator and IP development, and feature testing. Credits may not fund production deployments, pass-through to customers, or testing with regulated data. Top-ups of up to one additional base allotment per year are available once 80% of the annual allotment is consumed and an open registered use case requires more capacity. Credits do not roll over and have no cash value.

4.3 · The Customer Story Incentive: Paid Evidence of Delivery

The Customer Story Incentive is the most distinctive financial mechanism in the CPN benefits structure. Anthropic pays \$5,000 per approved customer story submitted beyond a partner's tier floor. Every tier has a minimum story requirement that counts toward tier standing but is not compensated. Stories above that floor are eligible for payment.

Tier	Floor (unpaid)	Additional stories (paid)	Max annual incentive
Select	1 (floor)	+3 stories	Up to \$15,000
Preferred	3 (floor)	+6 stories	Up to \$30,000
Global Premier	15 (floor)	+10 stories	Up to \$50,000

A flagship kicker of \$2,500 applies when Anthropic selects a story for publication on its own channels — anthropic.com or claude.com — or features it in a flagship program moment. The maximum incentive per story is \$7,500. One paid story per unique joint customer per program year is permitted.

To qualify, a story must meet four criteria simultaneously: it must describe a production deployment (not a pilot), identify the customer's business challenge, describe the partner's approach and delivery work, and include at least one quantified business outcome. It must be published and publicly reachable with customer consent. Stories accessible behind a login or NDA do not qualify.

Government Entity restriction: the Customer Story Incentive is not payable on any engagement where the end customer is a government entity, a public international organization, a political party, or an enterprise in which a government or sovereign wealth fund holds 30% or more of equity or voting interest. Firms with significant public sector portfolios should account for this restriction in their incentive planning.

4.4 · Commercial Benefits: Deal Referral and Co-sell

Commercial benefits in the CPN are gated at Preferred. Select firms can register delivery engagements and receive attribution, but cannot submit deal referrals. The distinction matters for firms planning their go-to-market motion before reaching Preferred.

Deal Referral enables a Preferred or Global Premier firm to submit a sales use case to Anthropic and receive sourcing or co-sell attribution. Two classifications apply: a Sourced credit if the referral was submitted before Anthropic was already pursuing that use case, and a Co-Sell credit if Anthropic was already engaged and the partner provided material support that advanced the deal — such as solution design, technical workshops, or securing executive alignment. Routine relationship activity does not qualify for Co-Sell attribution.

Deal protection of 90 days applies to accepted referrals from Preferred and Global Premier firms; within that window Anthropic will not accept a competing partner referral on the same use case at the same customer. Auto-acceptance applies if Anthropic does not act within five business days.

Co-sell support means Anthropic assigns people to a deal: a solutions architect, an applied AI engineer, or an executive sponsor. It begins at Preferred on a deal-by-deal basis and is allocated by use case, not guaranteed on every referral submission. At Global Premier, co-sell is built into the Joint Business Plan. Select firms do not have co-sell access and should structure their sales motion accordingly.

4.5 · Recognition and Access Benefits

Partner Advisory Board membership is open to Preferred and Global Premier firms. It is a working session — members review program changes before publication, provide direct field feedback to the program and product teams, and receive advance platform roadmap visibility. Membership is by invitation and rotates to maintain broad representation.

Early access and roadmap briefings are a Global Premier benefit, with the expectation that access is used to prepare delivery teams and that feedback flows back through the preview program. Early access carries confidentiality obligations.

Named Partner Account Manager is exclusively a Global Premier benefit. Below Global Premier, partner management is pooled and PAM AI is the first point of contact. A named PAM owns the relationship, runs the joint business plan, coordinates co-sell allocation, and handles escalations beyond what automated systems can resolve — a qualitative shift in the depth of the partnership.

ANALYST PERSPECTIVE

The DPoR mechanism is well-established industry practice — Microsoft has used it extensively in its cloud partner programs for many years — and tying program standing to registered delivery is a logical extension of that model. The DPoR expectation sits at a historically sensitive point in vendor-partner dynamics, and Anthropic is leveraging its significant demand levels to draw a high bar on registration.

What is genuinely uncommon is the Customer Story Incentive. Most partner program financial benefits take the form of Market Development Funds — co-marketing budgets tied to joint campaigns — or SPIFFs that pay individual salespeople. The Customer Story Incentive is neither: it is a direct cash payment to the partner firm for producing a verifiable, publicly accessible proof point of successful delivery. It reflects Anthropic's need to build a public library of enterprise proof points rapidly, and its willingness to pay partners directly to produce them. It is not a commonly observed practice in the industry.

KEY TAKEAWAY

The benefits structure of the CPN creates a clear alignment of incentives between Anthropic and its partners: sandbox credits fund practice development, the Customer Story Incentive funds public proof of delivery, and deal referral and co-sell fund commercial scale at the higher tiers. The most immediately actionable mechanism for any firm — regardless of tier — is registering engagements. Every deployment registered, including work completed before the program's June 2026 launch, builds the track record that determines tier standing and generates eligibility for the Customer Story Incentive. Firms that already have Claude deployments in production but have not registered them are leaving both tier credit and potential incentive payments on the table.

SOURCES

1 Anthropic. "Claude Partner Network Services Track & Partner Hub." Anthropic PBC, June 3, 2026. <https://www.anthropic.com/news/services-track-partner-hub>

Operational Infrastructure:

How the Program Runs Day to Day

The operational layer of the Claude Partner Network reflects the same orientation visible in the program's design: decisions made with intention, tools selected for what they do rather than built from scratch, and the program itself running on AI where it can. For partnership professionals evaluating what it means to operate inside the CPN, the infrastructure is worth understanding not just as a set of tools but as a signal of how Anthropic thinks about building and running an enterprise channel.

5.1 · The Claude Partner Hub

The Claude Partner Hub is the operational center of the program. It is where a partner's tier standing is visible in real time, where engagements are registered, where sandbox credits are requested, where incentive accrual is tracked, and where the current version of the Program Guide lives. Anthropic describes it as the single source of truth for tier standing and incentive accrual.

The Hub is built on Euler, an AI-native partner relationship management platform. Euler's selection was not a quiet infrastructure decision. Euler was a named partner in the CPN launch webinar on June 3, 2026, and the MCP connector that integrates Claude with the program was built jointly by Anthropic and Euler. The choice to feature a PRM vendor prominently at program launch signals that the infrastructure layer is part of the story Anthropic is telling about its channel, not just a back-end system.

What partners can do in the Hub today: view tier dashboard and certified headcount; submit Services Registrations and deal referrals; request sandbox credits; access the Program Guide, brand assets, social guidance, and the MCP connector guide; interact with PAM AI; and track incentive accrual. Partner directory listings, the incentives dashboard, sandbox issuance, and the co-sell workspace are scheduled for Q3 and Q4 2026.

5.2 · PAM AI: The Always-On Program Assistant

Every firm in the program, at every tier, has access to PAM AI — an always-on assistant built into the Partner Hub that answers registration, attribution, tier standing, and incentive accrual questions from a partner's live program data. It is the front door to the program. Most routine questions resolve through PAM AI without opening a support case.

PAM AI is also available through Claude itself via the MCP connector, which means a partner can ask program questions directly from the tool they use for delivery work. The practical effect is that program management is no longer a context switch — it happens inside the same environment where the partner is already operating.

For Global Premier firms, PAM AI is complemented by a named Partner Account Manager who owns the relationship and handles planning, co-sell coordination, and escalations that go beyond what an automated assistant can resolve. For all other tiers, PAM AI and the Partner Operations team are the primary points of contact.

5.3 · The MCP Connector: The Program Inside Claude

The most structurally distinctive element of the CPN's operational infrastructure is the Model Context Protocol connector built jointly by Anthropic and Euler. It integrates the partner program directly into Claude, so partners can interact with program functions — checking tier standing, registering engagements, viewing deal status, tracking certified headcount — without leaving the platform they use daily.

Karl Kadon described the strategic intent directly: “That puts the partnership in the hands of so many different people throughout the partner. It will accelerate the business exponentially.”¹

The current set of available actions is a starting point; reporting, pipeline visibility, and additional program functions are expected to extend through the same interface as the program matures.

5.4 · The Program Calendar

The program runs on a published cadence. Understanding the rhythm matters for partnership managers planning certification campaigns, tier reviews, and business reviews.

Cadence	What happens
Monthly	Standing refresh on the 1st of each month. CPN Connect broadcast on the last Wednesday or Thursday — covering roadmap, enablement, and program updates.
Quarterly	Certification audit. Preferred and above: business review with your PAM or pooled partner team.
Semi-annual	Tier promotions on January 1 and July 1. (October 1, 2026 is an additional one-time review for the launch cohort only — see Section 03.)
Annual	Tier review on December 31. Joint Business Plan refresh for Global Premier.

ANALYST PERSPECTIVE

The selection of Euler as the PRM foundation is worth reading as a deliberate positioning decision, not just an infrastructure choice: featuring it prominently at launch — and building the MCP connector jointly with Euler — signals that Anthropic is applying the same partner-first logic to its own tooling that it asks partners to apply to their clients. More broadly, the operational stack reflects a philosophy of choosing composable, purpose-built tools rather than building proprietary systems — Euler for PRM, Google Forms for specific submission workflows, Claude itself for program interaction. The result is a program that runs on best-in-class components, which is faster to launch, easier to maintain, and more credible to partners who recognize the tools.

The PAM AI and MCP connector together represent something more significant than operational convenience. They put the program where the partner already is — inside Claude, in the daily workflow, without a separate context switch into a portal. A partner who can register an engagement, check tier standing, or ask a program question from inside Claude is more likely to do those things consistently. Consistent registration is what builds the track record that drives tier advancement. Anthropic's program is the first at this level of sophistication to embed itself natively into an AI platform, and that is where its competitive advantage in partner program design is most likely to compound.

KEY TAKEAWAY

The operational infrastructure of the CPN is designed to reduce the friction of operating as a partner. The Hub, PAM AI, and the MCP connector collectively ensure that program functions — registering engagements, tracking tier standing, requesting sandbox credits, checking incentive accrual — are accessible from the environment where partners already work. For partnership managers, the practical implication is direct: use the connectors, register projects as they happen, and leverage PAM AI as the first resource for program questions. Every registered engagement contributes to tier standing and opens eligibility for the Customer Story Incentive. The firms that treat registration as a discipline rather than an afterthought will build a compounding advantage in their track record over time.

SOURCES

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Go-to-Market Motions:

The Three Tracks of the Claude Partner Network

The Claude Partner Network is not a single program. It is an ecosystem of three distinct partner tracks, each targeting a different type of firm, a different motion, and a different relationship with Anthropic's commercial strategy. The Services Track, analyzed in depth in the preceding sections, is the only track with a full published program guide at the time of this writing. The other two are at earlier stages of development and documentation.

Track	Motion	Target partner type	Documentation status
Services Track	Deliver	System integrators, consultancies, MSPs	Full program guide published. Analyzed in Sections 02–05.
Development	Build	ISVs, tool builders, MCP connector developers	Program exists in early stage; full guide not yet published at time of writing.
Resell	Sell	Authorized cloud distribution partners	Separate track confirmed; terms and requirements not yet published.

The table above reflects the state of the three tracks as of June 2026. Firms evaluating the CPN should determine which track — or combination of tracks — maps to their business model before assessing the program's relevance.

6.1 · The Services Track: The Deliver Motion

The Services Track is the program's most developed component and the subject of Sections 02 through 05 of this paper. It targets system integrators, consultancies, global system integrators, and managed service providers that build and deliver Claude implementations for enterprise clients. It is the only track with published tier requirements, a formal benefits structure, financial incentives, and operational infrastructure.

For firms whose primary value proposition is delivery — implementing, integrating, and scaling Claude for enterprise customers — the Services Track is the relevant entry point. The analysis in the preceding sections applies in full.

6.2 · The Development Partner Program: The Build Motion

The Development Partner Program targets firms building integrations, tools, and connectors that extend Claude's capabilities. The primary output of this track is submissions to the Anthropic Connectors Directory — remote MCP servers, desktop extensions, and custom integrations that make Claude more useful in specific workflows or platforms.

At the time of publication, the Development Partner Program does not have a published program guide equivalent to the Services Track. Partners interested in this track can contact Anthropic for information on participation. The absence of published documentation is consistent with the program being at an earlier stage of formalization. Anthropic has indicated it intends to ship additional program tracks, including an ISV track and industry specializations, as the program matures beyond its 2026 launch configuration.

The Claude Marketplace is the distribution channel where the outputs of the build motion surface for enterprise buyers. The Claude Marketplace is a curated catalog of Claude-powered partner solutions available to enterprise customers through a consolidated procurement model. It is currently in limited preview. Enterprise customers with existing Anthropic spend commitments can apply a portion of that commitment toward Marketplace partner solutions, with Anthropic managing all invoicing for partner spend.

The model addresses a real procurement friction point. Enterprise AI buyers increasingly manage multiple vendor relationships, each with its own contract, billing cycle, and security review. The consolidated spend model allows a customer to expand their Claude ecosystem without multiplying procurement overhead.

The Marketplace launched with the following ten partners, spanning software development, legal, financial services, and data:

Partner	Focus area
Augment Code	Unified engineering agents platform
Bolt	Full-stack application development
CodeRabbit	AI-powered code review
GitLab	Software lifecycle intelligence
Harvey	Legal work and client outcomes
Hebbia	Financial research and investment decision workflows
Legora	Agentic operating system for legal work
Lovable	App building for entire teams
Replit	Natural language software development
Rogo	Financial research and modeling
Snowflake	Enterprise data via Cortex Agents

The partner list has evolved since the program’s initial announcement. Eka, listed as a launch partner in early program materials, no longer appears on the Marketplace page as of the date of this publication, replaced by Hebbia. The Marketplace page notes the list will grow over time. Companies building Claude-powered products can apply through a partner waitlist at claude.com/marketplace-partners.

6.3 · The Resell Motion: The Sell Track in Development

A resell track within the Claude Partner Network has been confirmed by Anthropic but its terms, requirements, and structure have not been published at the time of this writing. Karl Kadon stated directly: “The Services Track is for delivery work. Firms that resell Claude run a separate track of the same network, and details will come through CPN Connect when that edition is ready.”

Claude is currently available for resale through authorized cloud marketplace partners — including AWS Bedrock, Google Cloud Vertex AI, and Microsoft Azure Foundry — under those platforms’ existing partner and reseller frameworks. How the CPN’s own resell track will relate to those existing cloud distribution arrangements is not yet specified. Partnership professionals with a resell motion should monitor CPN Connect announcements for further details.

ANALYST PERSPECTIVE

The sequencing of the three tracks reflects Anthropic's priorities at this stage of market development. The Services Track was formalized first because enterprise AI adoption is currently a delivery problem, not a procurement problem. Enterprises need help implementing Claude, not just buying access to it. Formalizing the deliver motion before the sell motion is the right order given where the market is.

The Marketplace is the early version of what AppExchange became for Salesforce — a build motion that starts as a curated catalog and grows into a full developer ecosystem with its own economic layer. The consolidated spend model is a meaningful distribution advantage for ISVs: access to enterprise buyers who have already committed budget to Anthropic, with simplified procurement. The ten launch partners span the verticals where Claude has demonstrated the clearest enterprise value — software development, legal, and financial services. That is not an accident.

The resell track is the least developed of the three, and its absence as a formalized program is notable. Resell is typically the fastest way to scale distribution at the channel level, and every major enterprise software vendor has built a resell motion as part of its growth strategy. Anthropic has prioritized delivery over resell, which is consistent with the program's overall orientation toward verified outcomes rather than commercial volume. When the resell track is published, it will be the signal that Anthropic is ready to scale distribution beyond what direct sales and services delivery can reach.

KEY TAKEAWAY

The Claude Partner Network encompasses three distinct go-to-market motions at different stages of maturity. The Services Track is fully documented and operational. The Development Partner Program and Marketplace are active but at earlier documentation stages. The resell motion exists as a confirmed track but has no published terms. For firms evaluating the program, the first decision is which motion — or combination of motions — maps to their business model. A services firm should focus on the Services Track. An ISV building Claude-powered products should evaluate the Marketplace and the Development Partner Program. A firm with a distribution or resell motion should wait for the resell track documentation before making program investment decisions.

SOURCES

- 1 Anthropic. "Claude Marketplace." claude.com/platform/marketplace. Accessed June 10, 2026.
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Competitive Landscape:

What Other AI Vendors Are Doing

The Claude Partner Network is the most structurally developed partner program in the frontier AI category at the time of this writing. The two other primary vendors in this space — OpenAI and Google — have taken materially different approaches to building their partner ecosystems. Understanding those differences is relevant context for any firm evaluating where to place its partnership investment.

Program	Access model	Tracks	Tier structure	Incentive model	Cloud dependency
Claude Partner Network	Open, tiered program	Services (live), Build, Resell (pending)	Select, Preferred, Global Premier	Published requirements, outcome-based incentives	Independent of cloud
OpenAI Frontier Alliances	Invitation-only, closed	Services (GSI only)	No public tier structure	Negotiated; not published	Independent of cloud
OpenAI The Deployment Company	PE-backed joint venture	Services (midmarket)	Not a partner program	Equity/revenue model	Independent of cloud
Google Cloud Partner Advantage	Open, tiered program	Services, ISV, Resell	Select, Premier, Diamond + AI-native track	Published requirements, MDF, incentives	Tied to Google Cloud

Source: Publicly available program documentation and press reporting as of June 2026. The Deployment Company is a separate entity from OpenAI's partner program and is included for context.

7.1 · OpenAI: Two Parallel Bets

Frontier Alliances is OpenAI's services partner program. It is an invitation-only arrangement with a small number of global professional services firms — BCG, McKinsey, Accenture, and Capgemini were named at launch in February 2026 — structured as multi-year strategic partnerships. There are no published tier requirements, no open application process, and no path for firms below the GSI level to participate. The program is the structural opposite of the CPN: closed, exclusive, and concentrated at the very top of the market.¹

The Deployment Company is a separate entity finalized in May 2026, structured as a joint venture backed by TPG and 18 other investors at a committed value of \$10 billion, with a stated annual return guarantee of 17.5% over five years. It is not a partner program — it is a direct delivery vehicle targeting mid-market enterprises that OpenAI's own sales motion cannot reach efficiently. OpenAI acquired Tomoro, a London-based applied AI consulting firm, as its operational foundation, bringing approximately 150 forward-deployed engineers from day one. Simultaneously, Anthropic announced a parallel vehicle backed by Blackstone, Hellman & Friedman, and Goldman Sachs — acquiring Fractional AI as its operational core, ending Fractional's prior 11-month partnership with OpenAI.² The parallel moves signal that both vendors view enterprise delivery as a structural constraint that a partner program alone cannot resolve.

7.2 · Google Cloud: A Mature Ecosystem with AI-Native Additions

Google Cloud's Partner Advantage program is the most structurally comparable program to the CPN, with published tier requirements, an open application process, and multiple tracks for services, ISV, and resell partners. The program has three tiers — Select, Premier, and Diamond — with requirements based on certified headcount, customer success, and revenue thresholds.

Google launched a dedicated AI-native track within Partner Advantage for firms building specifically on Gemini and Google Cloud's AI stack. This track targets emerging firms with sandbox access, upskilling support, and referral benefits — an acknowledgment that the standard enterprise partner requirements are a high bar for AI-native companies at early stages.³

The key structural difference between Google's program and the CPN is cloud dependency. Google's partner program is tied to Google Cloud consumption — a partner's standing and benefits are linked to driving cloud revenue, not just AI model deployment. The CPN is model-centric and cloud-agnostic: Claude is available on AWS, Google Cloud, and Azure, and the CPN's requirements measure Claude deployment regardless of which infrastructure it runs on.

7.3 · What Is Not Yet in the Market

None of the three vendors has published a mature resell program specifically for Claude, Gemini, or OpenAI's GPT models as standalone AI products through an independent channel. Resell today happens through cloud marketplace mechanisms. A formal, independent AI model resell channel — separate from cloud infrastructure commitments — does not yet exist at any of the three vendors in a documented, open form. That is a gap in the market that will likely close as the category matures.

KEY TAKEAWAY

The CPN is the most structurally open program in the frontier AI category. OpenAI has split its bet between an exclusive GSI program and a directly controlled delivery vehicle; Google's program is more comparable in structure but is tied to cloud consumption rather than model deployment. Neither offers cloud-agnostic tier requirements, published incentive mechanics, or an open application process that matches the CPN. The most significant common thread across all three vendors is the simultaneous recognition that a partner program alone is not enough: both OpenAI and Anthropic have created separately capitalized professional services vehicles to accelerate enterprise deployment. That convergence is the clearest signal that the enterprise AI market is in the delivery phase, not just the procurement phase.

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Analysis & POV by Profile:

What the CPN Means for Your Firm Specifically

The preceding seven sections of this paper analyzed the Claude Partner Network as a program — its architecture, requirements, benefits, infrastructure, go-to-market motions, and competitive context. This section addresses a different question: what does it mean for you, specifically, depending on the role from which you are reading it.

Two profiles account for the majority of the audience for this research. The first is a partnership or alliance manager at a B2B technology vendor who manages a partner program and is reading this to understand where the industry is heading and what the CPN signals about best practice. The second is a professional at a services firm — a consultancy, SI, or implementation practice — who is evaluating whether and how to join the CPN. The analysis that follows addresses each profile directly.

8.1 · For the Partnership Manager at a Technology Vendor

PROFILE

Partnership or Alliance Manager at a B2B SaaS or technology vendor. Responsible for managing a partner ecosystem that includes services firms, consultancies, and SIs. Reading this paper to understand the direction of the AI partner channel and what the CPN signals about where the industry is heading.

The CPN as an Industry Signal

The Claude Partner Network is the most significant go-to-market move from a leading AI vendor to date. It is led by executives with deep field experience from Salesforce and ServiceNow — Steve Corfield as EVP of Global Alliances at Salesforce, Karl Kadon running Partner Programs at Databricks — who will clearly develop a strong services arm built on industry-standard certifications and proven deployments. This is not an experimental program. It is the deliberate application of the most studied partner ecosystem playbooks in enterprise software to the AI category.

This is happening simultaneously across the industry. ServiceNow redesigned its global partner program in January 2026 to accelerate AI agent innovation; Microsoft introduced expanded partner benefits in February 2026 specifically to enable AI transformation; AWS updated its channel programs with new AI competencies and stronger MSP incentives. The CPN does not arrive in a stable market — it arrives in a market where every major vendor is simultaneously redesigning its partner ecosystem for the AI era. The CPN sets a new benchmark — published requirements, verifiable metrics, outcome-tied incentives — that will raise partner expectations across the board.

The Innovation in Ease of Doing Business

What is genuinely novel about the CPN is not the tier structure or the certification model — those are well-established industry patterns. The innovation is in how the program operates: an AI-native PRM in Euler, MCP connectors that embed program management directly in Claude, and a partner portal designed for clarity from day one. Anthropic had the advantage of starting from a blank slate — no legacy systems, no technical debt — and the result is a program that is agile and simple in a way most established vendor programs cannot easily replicate. More innovation in this direction

should be expected; this is where Anthropic's competitive advantage in program design is most likely to compound.

Why Partners Want to Join

Partners make partnership decisions based on two criteria simultaneously: does this vendor's technology solve real problems for my clients, and does this vendor's program enable me to monetize that work? Anthropic currently satisfies both.

Claude is the fastest-growing AI vendor in the enterprise market, with annualized revenue going from \$1 billion in late 2024 to approximately \$45 billion by May 2026 — a trajectory that reflects structural enterprise demand, not a cyclical surge. For a services firm, building a Claude practice today is equivalent to building an AWS practice a decade ago. The CPN structures a clear path to monetization for that opportunity.

The Pressure on Your Partner Ecosystem

The firms in your partner ecosystem will be in this program. That is not a risk to evaluate — it is a fact to plan for. The more operationally significant question is what the CPN's structure means for the resources those firms allocate to your own program.

The CPN's 90-day activity requirement for certified individuals creates a continuous demand on the time of the best technical practitioners at every partner firm — the same individuals that most other programs rely on for certifications, delivery capability, and customer-facing credibility. The scale of resource allocation already underway is visible in the GSI commitments: EPAM targeting 10,000 certified Claude professionals, Deloitte rolling out Claude to 470,000 people globally. As the CPN matures and competition for tier standing intensifies, the partners with the deepest Claude practices will have a structural incentive to prioritize Claude delivery over work in adjacent technologies.

The Strategic Question the Market Is Not Yet Asking

The most important unresolved question is what the role of partners will be in the resell and co-sell motions for AI — and whether that will involve financial compensation beyond the services incentives that currently exist. The CPN's resell track is confirmed but unpublished, probably because Anthropic itself is navigating that question alongside the rest of the market. The recommendation for technology vendors is direct: maintain an open philosophy toward the partner ecosystem, focus on resolving every pain point your current partners experience, improve the partner economy, and adopt new technologies in how you run your program. The vendors that do this well will retain the partners who matter most; the ones that do not will find their partner base increasingly divided between their program and Anthropic's.

8.2 · For the Professional at a Services Firm Evaluating the CPN

PROFILE

A professional at a consulting firm, system integrator, or implementation practice. May be a partnership lead, practice director, or senior executive. Has already decided that Claude is relevant to the firm's business. Reading this paper for concrete guidance on whether, when, and how to invest in the CPN.

The October 2026 Window Is the Most Important Near-Term Decision

Anthropic created a one-time review window on October 1, 2026 exclusively for the launch cohort — firms that join now and maintain their minimums through the summer. A firm that reaches Select in October will have been a recognized partner in Anthropic's directory for at least three months

before the January 2027 cohort enters, a meaningful compounding head start in a nascent ecosystem where Anthropic's own sales team is actively routing enterprise opportunities to directory partners. The cost of entry is lower than most partnership investments in enterprise software: the learning path is free, the CCA-F exam is \$49.50 per candidate at the partner rate, and ten certifications costs \$495 in exam fees. The real investment is people's time, not capital.

Register Past Projects Now

Anthropic has confirmed that engagements delivered before the program's June 2026 launch are eligible for retroactive registration. A firm that has been delivering Claude implementations for the past year has tier credit already earned and not yet claimed. Register that work now: every retroactively registered production deployment is a step toward Select or higher, and every confirmed deployment is a potential Customer Story Incentive of up to \$7,500 in cash.

The Bench Is a Live Number, Not a Milestone

The CCA-F certification requires active Academy engagement in the trailing 90 days to count toward the certified bench. A certification earned in July by someone who moves to other projects in September no longer counts by December — the most common operational failure mode: a successful certification campaign followed by bench decay. A firm targeting the October review needs to start certifying in June or July at the latest, and must build bench continuity into the project staffing model through the end of September.

DPoR Status Must Be Negotiated Before Go-Live

In any consortium or subcontracting arrangement, DPoR status must be established through Services Registration before go-live — once go-live is stamped, attribution is locked. Only one partner can hold DPoR per deployment, and DPoR negotiation should be a standard clause in any multi-partner engagement agreement. This is the most common way firms lose tier credit they have legitimately earned.

Monitor the Resell Track and Marketplace

The resell track is confirmed but unpublished; the Marketplace is accepting new partners through a waitlist. A firm that reaches Select or Preferred will be well positioned to evaluate both tracks as they formalize, with an established Anthropic relationship and a verified delivery track record as its foundation.

KEY TAKEAWAY

The Claude Partner Network is a program worth taking seriously regardless of which profile describes you. For technology vendors, it raises the bar for what a partner program must do to retain partner loyalty and attention in the AI era — and it signals that the firms best positioned to meet that bar are the ones that invest now in ease of doing business, partner economy, and AI-native tooling. For services firms, the opportunity is concrete and time-bound: the October 2026 window, retroactive project registration, and a certification investment that costs more in time than in capital. The firms that move now will be compounding a first-mover advantage in an ecosystem that, based on Anthropic's trajectory, will be significantly more competitive twelve months from today.

SOURCES

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