EXECUTIVE BRIEF

ARE TECHNOLOGY ADVISORS VISIBLE?

UCaaS Edition 2026 | Three-Page Summary

CENTRAL QUESTION	**Do prospective customers understand that independent Technology Advisors exist—and how their guidance may improve complex technology decisions?**

What CCRI Studied

The Cloud Concepts Research Institute evaluated the public, customer-facing buying experiences of twenty-five leading UCaaS providers. The research followed the same path a prospective customer would: public websites, educational resources, partner directories, calls-to-action, and other information available without access to partner portals or internal supplier materials.

The study did not evaluate product quality, financial performance, partner profitability, or the strength of individual channel programs. It examined one narrow but important issue: the visibility and explanation of Technology Advisors throughout the customer buying journey.

The Defining Observation

The industry has invested substantially in recruiting, training, enabling, and supporting Technology Advisors. Inside the technology ecosystem, their value is widely recognized. Outside the industry, many customers may never encounter the profession—or understand why independent guidance could be useful.

THE AWARENESS GAP™	**Partner investment has advanced faster than public customer awareness. The opportunity is not to build stronger Technology Advisors; it is to help customers better understand the resources already available to them.**

Seven Principal Findings

1. The indirect channel is strong.

All twenty-five UCaaS providers evaluated actively support Technology Advisors.

2. Supplier investment is substantial.

Training, engineering, enablement, conferences, marketing resources, and executive sponsorship demonstrate mature partner ecosystems.

3. Customer awareness often trails partner investment.

Customers may find partner directories without receiving a clear explanation of why a Technology Advisor could be valuable.

4. Buying journeys remain primarily supplier-led.

The most common calls-to-action direct customers toward demonstrations, pricing, trials, specialists, or supplier sales teams.

5. Visibility and commitment are different measurements.

Low public visibility should not be interpreted as weak channel support; the research measures customer communication, not supplier commitment.

6. Technology Advisors create clarity—not competition.

Customers already compare suppliers through analysts, review sites, peers, and artificial intelligence. Advisors help them interpret existing choices.

7. Customer education is the next opportunity.

The industry can build upon decades of partner investment by helping customers understand who Technology Advisors are, what they do, and when they may provide value.

The Customer Buying Journey

Modern buyers have nearly unlimited access to product information, yet information alone does not create understanding. Customers must interpret competing claims, assess business risk, evaluate implementation readiness, and align technology with long-term objectives.

Technology Advisors can provide context, perspective, questions, and decision support. Their role is not to replace supplier expertise. Supplier expertise explains solutions; Technology Advisor expertise helps customers determine which solutions best fit their business.

CONFIDENCE ECONOMY™	**As technology becomes more sophisticated and product information becomes easier to access, customer confidence becomes increasingly valuable.**

What the Research Suggests

CCRI does not recommend replacing supplier-led sales, requiring every customer to use an advisor, or reducing existing channel investments. The report identifies an evolutionary opportunity: expand customer education so organizations understand every reasonable buying resource before making a commitment.

- Teach customers how to evaluate technology—not simply what technology to buy.
- Introduce the Technology Advisor earlier in the public buying journey.
- Explain how independent guidance complements supplier expertise.
- Create educational “Find a Technology Advisor” destinations, not only directories.
- Share customer stories that highlight thoughtful decision-making and business outcomes.
- Measure whether customers understood their options and felt confident in their decisions.

Who Benefits

Customers

Gain awareness, choice, context, and confidence before making consequential technology investments.

Suppliers

Gain better-prepared customers, more realistic expectations, stronger implementations, and more durable relationships.

Technology Advisors

Become a recognized professional resource customers intentionally seek, rather than one they discover primarily through referrals or chance.

The broader industry

Benefits when confidence strengthens trust, trust strengthens relationships, and stronger relationships improve long-term market outcomes.

The Bottom Line

CCRI CONCLUSION	**Technology Advisors do not appear to need more validation inside the industry. Customers may benefit from greater awareness of the guidance, expertise, and support that already exist.**

The Technology Advisor Advocacy Index™ is ultimately not a ranking of suppliers or a debate about direct versus indirect sales. It is an invitation to consider how the technology ecosystem can help organizations make better, more confident decisions.

The next evolution of Technology Advisor advocacy may be simple: continue investing in the profession—and begin investing more deliberately in customer understanding.