



How ValorC3 Rebuilt Its Cloud Business on Platform9 Private Cloud Director

Turning a VMware Exit into Market Opportunity

Profile

ValorC3 is a digital infrastructure provider delivering colocation, cloud, and connectivity solutions to modern enterprises. ValorC3's purpose-built infrastructure combines high-performance data centers with a hands-on, client-driven approach, helping organizations build resilient, secure, and scalable infrastructure that supports innovation and long-term growth. ValorC3 builds infrastructure for today's workloads while engineering it to support what comes next.

Challenge

ValorC3 built its business on three pillars, the "3 C's": colocation, cloud, and connectivity. For years, its cloud pillar ran on VMware, backed by the VMware Cloud Service Provider program. It was a critical piece of the business.

Then Broadcom acquired VMware and rewrote the rules of the VCSP program. The first year brought uncertainty. By the second year, the direction was clear: the existing provider program was ending, replaced by an invite-only model that didn't include most regional cloud service providers. The remaining path was reselling capacity through another provider's environment. For ValorC3, running its cloud on someone else's platform was never an option. Cloud is a pillar of the business.

"There's definitely an initial moment of frustration. You think about the years of investment, the expertise your team has built, and the customers who rely on those services. But for us, that feeling didn't last long."

—Justin Fox, SVP of Product & Operations at ValorC3

ValorC3 chose to reframe the disruption as a decision point: adapt and optimize their offering for the future. Going beyond the VMware migration, they found a new private cloud offering, bringing a high-performance alternative to enterprises facing spiraling licensing and cloud spend.



Solution

ValorC3 began evaluating alternatives before Broadcom's final announcement, giving its technical team time to explore a wide range of platforms. Once the deadline became clear, the company narrowed the field to three options: a do-it-yourself OpenStack deployment, Apache CloudStack, and Platform9 [Private Cloud Director](#).

Rather than trying to recreate VMware feature for feature, ValorC3 focused on what its customers and cloud operations genuinely required. Native multi-tenancy, operational simplicity, compatibility with existing infrastructure, and a clear migration path were non-negotiable. The company also wanted an open-source foundation that would increase workload portability and reduce dependence on any single technology vendor.

A self-managed OpenStack environment offered flexibility, but it would require ValorC3 to build and maintain specialized expertise across a complex control plane while continuing to support its customers. Platform9 provided a more practical balance: the flexibility and economics of OpenStack and KVM, combined with a SaaS-managed control plane that reduced operational complexity and accelerated time to market.

"One of the biggest lessons we learned was that this isn't a feature-parity exercise. If you start with a checklist of every VMware feature, you'll likely end up optimizing for the past instead of the future," said Justin Fox.

“We focused on the capabilities our customers actually depend on and the opportunities we wanted to pursue as a CSP.”

Platform9 also supported ValorC3’s existing hardware and storage investments, provided the multi-tenant capabilities required of a cloud service provider, and offered a SaaS-based control plane that could simplify expansion into additional data centers and markets. The relationship extended beyond the technology. Through hands-on labs, proof-of-value experience, and prescriptive architecture and deployment guidance, Platform9 provided the training, support, and expertise ValorC3 needed to evaluate its options and build its new cloud service. The companies also aligned around a shared go-to-market opportunity, giving ValorC3 a partner invested in helping bring [Valor Cloud](#) to market and win new business.

The result was more than a replacement for ValorC3’s VMware environment. The company used Platform9 Private Cloud Director as the foundation for Valor Cloud, a new fully managed private cloud offering designed for enterprises seeking an alternative to rising VMware licensing costs, unpredictable public cloud spending, and the complexity of operating OpenStack themselves.

Results

Valor Cloud combines ValorC3’s enterprise infrastructure with Platform9 managed OpenStack and integrated Veeam data protection. It gives customers predictable infrastructure economics, open-source flexibility, and a phased path away from VMware that allows both legacy and modern environments to operate in parallel during migration.

At the same time, ValorC3 is migrating its own VMware cloud customers to Valor Cloud on a phased migration path, with legacy and modern environments running in parallel until the original platform is retired. Migration was the starting point, not the goal. Valor Cloud is now in market as a growth product, positioned for the wave of enterprises facing the same VMware decision ValorC3 already made, and made early.

“The reality is that technology markets change. As a service provider, your job is to adapt, continue serving customers, and position the business for the future. That mindset ultimately became the catalyst for our Platform9 journey.”

Platform9’s SaaS control plane supports that ambition. Deploying a new region or cluster is a materially lighter lift than standing up another VMware Cloud Foundation environment, opening the door for ValorC3 to bring Valor Cloud to new data centers and markets more quickly.

Looking ahead, ValorC3 plans to extend the offering with integrated Kubernetes capabilities in response to customer interest in containers and application modernization. This gives the company a foundation that can support today’s enterprise applications while evolving toward cloud-native, high-performance, and AI workloads.



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