

The Partner You Choose Is the Outcome You Get

Not all partners operating in the Dynamics 365 market behave the same way.

Most organisations only realise this
after the cost is already locked in.

Orientation & Behaviour

This is where most CRM initiatives are quietly won - or lost

Opsis Partner Evaluation Lens

Dimension	Reactive Partner	Structured Partner	Accountable Partner
Primary Orientation	Task execution. "Tell us what to build."	Solution delivery. "We'll design and implement."	Business outcomes. "We'll challenge, shape, and deliver measurable impact."
Approach to Requirements	Takes requirements at face value	Clarifies and structures requirements	Challenges assumptions. Reframes problems before solving them
Handling of Bad Ideas	Says yes to everything	Pushes back occasionally	Actively protects you from poor decisions. Even when uncomfortable

Design & Architecture

Dimension	Reactive Partner	Structured Partner	Accountable Partner
Understanding of Business Model	Superficial	Functional understanding	Deep commercial understanding. Revenue, cost, risk, and strategy aligned
Design Quality	Fragmented. Feature-led	Structured. Process-aware	Coherent architecture. Balances people, process, and platform
Data Thinking	Afterthought	Considered during build	Foundational. Treats data as a strategic asset
Integration Thinking	Point-to-point. Tactical	Some planning	Strategic. Designs for ecosystem coherence

Delivery & Governance

Dimension	Reactive Partner	Structured Partner	Accountable Partner
Governance	Minimal. Reactive	Basic controls in place	Strong governance model. Clear ownership, standards, and decision rights
User Adoption Focus	“We delivered it”	Training provided	Behaviour change engineered. Adoption measured and managed
Technical Decisions	Short-term. Expedient	Reasonable trade-offs	Long-term scalable. Avoids future complexity and cost traps
Transparency	Limited visibility	Regular updates	Radical transparency. Risks, trade-offs, and realities made explicit
Handling of Issues	Defensive. Blames	Fixes when raised	Proactive. Surfaces issues early and owns resolution
Documentation	Sparse or outdated	Adequate	Decision-quality documentation. Supports continuity and scale
Role of Business Analyst	Translator and gatekeeper	Structured intermediary	Facilitator of clarity. Enables direct collaboration. Adds insight, not friction

Commercial & Strategic Impact

Dimension	Reactive Partner	Structured Partner	Accountable Partner
Customisation vs Configuration	Over-customises or blindly configures	Generally balanced	Intentional. Every decision justified against long-term value
Commercial Model	Maximises billable effort	Fair delivery pricing	Aligns to value. Focus on outcomes, not hours
Post-Go-Live Behaviour	Moves on quickly	Provides support	Stays engaged. Optimisation mindset. Continuous improvement
Client Dependency	Creates dependency	Moderate independence	Designs for client capability and independence
Credibility with Executives	Low. Seen as technical supplier	Trusted delivery partner	Strategic advisor. Influences leadership decisions
Access to Stakeholders	Gatekeeps. Filters communication. Becomes a bottleneck	Facilitates structured engagement	Enables direct, purposeful access. Removes friction between business and delivery

Most organisations don't set out to choose poor partners

They choose partners who:

- Don't challenge them
- Accept unclear decisions
- Optimise for delivery, not outcomes

That is how systems become harder to change, harder to trust, and more expensive than they should ever be.

If you're not seeing challenge, you're not seeing the risk.