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Implementing Dynamics 365 Business Central is hard work. It demands time, focus, tough decisions and sustained effort from teams across the business. Reaching go-live is a genuine milestone — one that deserves recognition and celebration.

But go-live isn't the end of the Business Central journey. And, unfortunately, it's where projects commonly stall. Not because the project has failed, but because the nature of the challenge changes. The focus shifts from delivery to day-to-day use; from building the system to embedding it into how people actually work.

User resistance, uncertainty or hesitation often show up here, if they didn't before. During the project, people are supported by plans, workshops and project teams. But after go-live, they're asked to apply new processes under real-world pressure, at pace and often alongside existing responsibilities. This can be a long, difficult process - but it's also natural and necessary.

If the change process is rushed or overlooked, the risk of failure grows. This places your hard work to reach go-live straight down the drain, undermining confidence across the business and wasting money.

The signs of change not taking place are small, but noticeable over time: teams create small workarounds to keep things moving. Spreadsheets reappear 'just for now'. Parallel processes creep back in. Individually, these feel harmless. Collectively, they dilute the value Business Central was implemented to deliver and slow the return on investment.

The most successful adopters of Business Central recognise that deployment is a milestone, but adoption is the multiplier. Success doesn't come overnight once you go live. You need to guide the business through sustained change, so new ways of working become normal, trusted and productive.

With years of experience deploying Business Central, we've seen the challenges of change, time and again. And the key is always good management. This means planning the approach for post-go-live, considering the needs of users and being proactive. And it starts from day one of the project – not after adoption is already declining.

In this eBook, we explore practical tips for navigating change management for Business Central, including our hacks to speed up ROI, based on years of experience and best practice.

The challenge of Business Central and change

One of the reasons Business Central delivers so much value is also what makes it challenging. It doesn't simply replace a legacy system with a newer interface; it reshapes how work flows through the organisation.

For users, this change is often felt in the small, everyday moments: how transactions are posted, how approvals happen, how information is reported and how decisions are made. These shifts can feel subtle individually, but together they represent a meaningful change in habits, responsibilities and expectations.

And getting humans to change behaviours is a difficult task. Here's why it's such a significant ask:

1. Switching to role-based processes

A large part of the issue is that Business Central is designed around role-based processes, where tasks, permissions and insights are aligned to how people actually do their jobs. This often replaces longstanding habits built around legacy systems, spreadsheets or manual checks.

For many users, this means:

- Less reliance on personal workarounds

- More consistency in how tasks are completed

- Greater visibility into who does what and when

While this brings clarity and control, it also requires people to unlearn familiar patterns that may have worked 'well enough' for years.
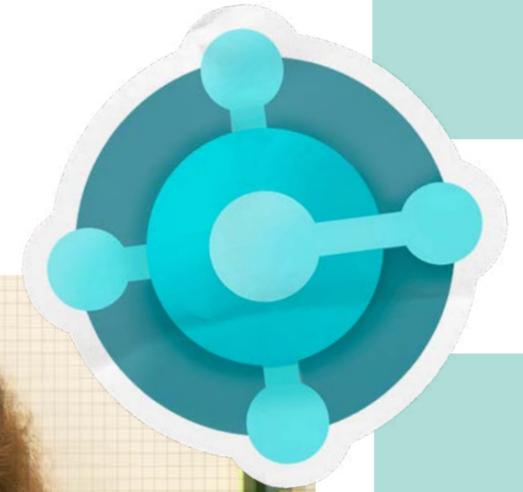
2. Moving from spreadsheets to system-led workflows

Spreadsheets are often the comfort blanket of legacy processes: flexible, familiar and user-controlled. Business Central shifts that balance by embedding workflows directly into the system.

Processes such as approvals, posting and reporting move from informal, offline activity into structured, system-led workflows. This improves accuracy, auditability and scalability, but it also removes some of the personal control users are used to. Without the right support, this can feel restrictive rather than empowering.

3. Standardisation vs "this is how we've always done it"

Business Central works best when organisations are willing to standardise. That standardisation is what enables automation, reporting and consistency, but it can challenge deeply held beliefs about how the business should operate.

Requests to customise the system often come from a good place: protecting what feels safe. The challenge is distinguishing between:

- Processes that genuinely differentiate the business

- Practices that exist simply because they always have

Over-customisation can make the system difficult to manage, causing headaches long-term. But some staff may resist having to resort to standard processes, especially if they feel unfamiliar.

4. A platform that never stands still

Unlike on-premise systems of the past, Business Central is continuously evolving. Regular updates bring new features, improvements and changes — often without the long upgrade cycles organisations were used to.

This is a strength, but it also means:

- Change doesn't stop at go-live

- Users need confidence in adapting over time

- Governance and communication become ongoing disciplines

Successful organisations prepare people not just for this change, but for continuous improvement. This requires trust and confidence in the system, and the ability to learn and evolve as the system does.

It is possible to navigate these challenges and unlock the results you want from your new Business Central platform. But it requires the right approach.

Change management: more than comms and training

In the traditional ERP playbook, change management is often treated as a checkbox exercise. It usually looks like this: a few company-wide emails (the comms) followed by a marathon of screen-sharing sessions (the training). If only it were that simple.

With experience navigating hundreds of Business Central deployments, we've seen that when change management fails, it's rarely because the manual wasn't detailed enough. It fails because it treats people like components of the system rather than the drivers of it.

Let's boil it down with an example. Training tells someone how to post a journal in Business Central; change management tells them why it matters to the person in the next department.

Most projects stall because they focus on knowledge (functional clicks) but ignore behaviour (cultural habits). You can train a user for forty hours, but if they don't trust the data or experience the benefit, they will find a way back to their spreadsheets.

This is where traditional comms and training fall. These are common mistakes project leaders make:

1 **The broadcast fallacy:** Sending a PDF announcement from the CEO is a start, but it isn't communication. Real communication is a two-way street. If users feel they aren't being heard regarding their edge cases or daily frustrations, they'll mentally check out before the system even goes live.

2 **Training in a vacuum:** Standard training often happens in a sandbox with perfect data. Real life is messy. When a user hits a real-world error under the pressure of a month-end close, a 'how-to' video doesn't help - they need a support structure that understands their stress.

3 **The one-and-done approach:** Many leaders treat go-live as the end of the change journey. In reality, the most intense period of change begins after the first week. Without a post-live hyper-care phase that focuses on morale as much as technical fixes, momentum evaporates.

To get genuine value from Business Central, we must move past merely telling people what's changing. We must design an environment where:

- **Feedback is fuel:** Users have a clear, non-judgmental way to flag where the system feels tricky or not fit for purpose.

- **Leaders are visible:** Not just at the project kick-off, but in the trenches using the data themselves.

- **Success is defined by usage:** We stop measuring success by "did we hit the date?" and start measuring by "are we actually using Dimensions instead of manual reports?"

- **Everyone sees the big picture:** In an ideal world, people should feel the individual benefit of a new system. But they also need to understand the big picture benefit for the business – and their role within it.

Change management isn't the soft side of a Business Central project. It's the hardest part and the most important – because it guarantees your investment actually pays off.
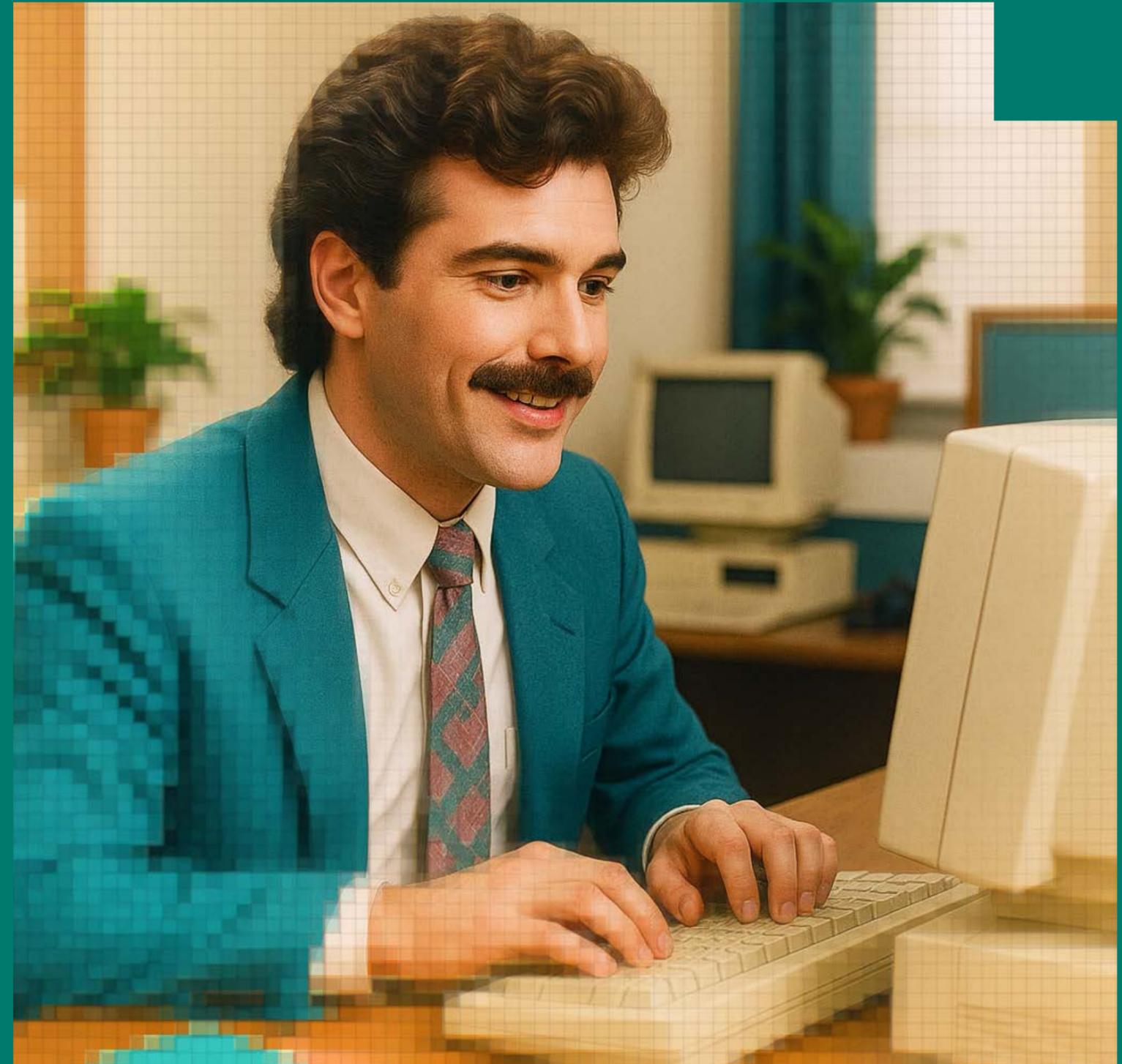
A framework for real-world adoption

Change is a journey rather than a light switch moment. There are four key stages you need to lead people through in the path to adoption:

1. Awareness: "I know it's coming"

Adoption begins with awareness. This is the stage where people can genuinely say they understand that change is happening, why it's happening and what the organisation is trying to achieve by moving to Business Central. There are no surprises, no rumours filling the gaps and no lastminute shocks that leave people feeling done-to rather than brought-along.

At this point, detail matters far less than intent. People don't need to know every feature or process; they need clarity and honesty. Why is the business making this move now? What problems is it trying to solve? And, crucially, what does this mean for me in my role?

When awareness is handled well, it removes fear of the unknown. When it isn't, people start bracing themselves for impact. That defensive mindset makes every later stage harder, no matter how good the technology or training is.

2. Understanding: "I know how it works"

Understanding is where Business Central starts to make sense beyond the screen. This is the point where users move from seeing a new interface to understanding how their role fits into the wider flow of the business.

Tasks stop feeling isolated. A posted sales invoice is no longer just a transaction; it's something that affects reporting, cash flow and downstream teams. Approvals aren't just an extra step; they're a control that protects the organisation. Data entry stops being admin and starts being recognised as the foundation for better decisions.

This is where functional training begins to land properly, because it's connected to real business logic.

3. Confidence: "I can do this under pressure"

Confidence is the most fragile stage of all, and the one most organisations underestimate.

Confidence doesn't come from knowing where buttons are. It comes from using Business Central when things aren't perfect. The first busy operational week. The first month-end close. The first mistake that needs fixing quickly, with people watching.

This is the point where users subconsciously decide whether they trust themselves and the system enough to keep going. When support is visible, when super users are accessible and when leaders stay calm and present, confidence grows. People try, learn and improve.

When that support isn't there, confidence collapses fast. That's when spreadsheets quietly reappear and temporary workarounds start to feel sensible.

4. Habit: "This is just how we work now"

Habit is where the real value of Business Central shows up.

At this stage, the system fades into the background. System-led workflows are no longer questioned or avoided; they're simply how work gets done. Spreadsheets stay closed because they're no longer needed. Decisions are made using trusted data without debate about where it came from.

The conversation shifts. People stop talking about the change and start talking about improvement. The organisation isn't managing adoption anymore — it's managing performance, optimisation and growth. This is where return on investment stops being theoretical and becomes visible in everyday efficiency and confidence.

Next, we'll dive into change management that helps you move from awareness to habit across each stage of the project journey.
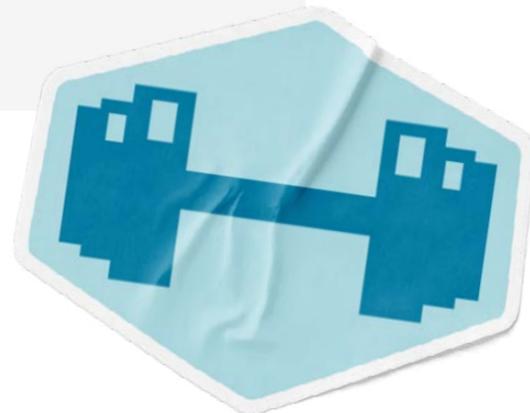
The Business Central adoption lifecycle

Business Central adoption doesn't start when the system is configured, and it doesn't end when the system goes live. It's shaped long before build begins and determined long after the project team steps away.

Organisations that get real value from Business Central understand this instinctively. They treat adoption as a lifecycle, not a phase — one that spans preparation, delivery, transition and long-term use. Each stage builds on the last, and each one carries its own risks if it's rushed or overlooked.

Let's dive into what each stage entails and how to do it right.

Pre-implementation: setting the conditions for success

Nothing's been configured yet - but this is the stage where expectations are set, intent is made clear and the foundations for change are laid.

Visible executive sponsorship is critical here. This should be active, present leadership that reinforces why Business Central matters and what success looks like. People take their cues from what leaders say - and more importantly, from what they prioritise and role-model.

At this point, it's crucial to be clear about why Business Central is being implemented. "The old system is end of life" might be true, but it's rarely motivating. People engage when they understand the bigger picture: improved control, better insight, scalability or removing friction from everyday work. Without that narrative, Business Central risks being seen as a technical necessity rather than a business opportunity.

This stage is also where the human impact of change needs to be understood. Different roles experience Business Central differently. Identifying where processes, responsibilities and visibility will change helps you prepare people rather than surprise them later. Selecting internal change champions at this point will also give the programme credibility and creates trusted voices who can bridge the gap between project and reality.

During implementation: designing for real users

During implementation, adoption is shaped by the choices made every day — often quietly and often with long-term consequences. So, making the right choices matters.

Start by involving end users in process design, testing and validation. This is often dismissed for fears it slows the project down, but it's integral in making sure the system reflects how the business actually works rather than how it looks on paper. When users see their input reflected in the solution, confidence starts to build.

This is also where many organisations face a critical temptation: over-customisation. Customisation can feel comforting. But used indiscriminately, it locks old habits into a new system and undermines the value Business Central is designed to deliver. So, make sure to really consider whether customisation is needed, or whether it's just protecting familiar (and inefficient) ways of working.

It's also crucial to explain the why for standardisation. Successful programmes make standard Business Central feel intentional rather than imposed. They explain why certain ways of working are changing, where standardisation adds value and how the system's capabilities can be used to work smarter. Adoption is far easier when people understand the why behind the design, not just the *what.*

Go-live: the most dangerous moment

Go-live is often treated as the finish line. But it's the most psychologically risky moment in the entire adoption lifecycle: where confidence is either won or lost.

The safety net of the project team starts to loosen, real-world pressure kicks in and users are expected to perform using new processes at pace. The system may be technically sound, but this is when people decide whether they trust it enough to rely on it.

Hypercare plays a decisive role here. Done well, it provides visible, responsive support that reassures users and normalises learning through doing. In short, it means providing ongoing guidance to your business, rather than 'leaving you to it'.

It's also important to know that supporting people through inevitable productivity dips isn't a failure of the project; it's a natural part of behaviour change. Organisations that acknowledge this and actively support users through it protect confidence and keep momentum moving forward.
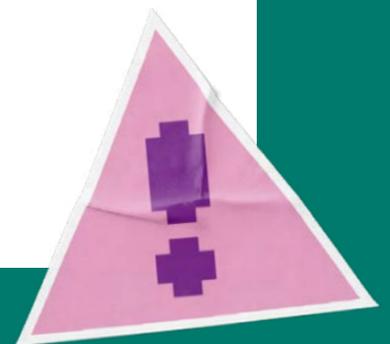
Post go-live: turning usage into value

After go-live, the real work of adoption begins. This is where many organisations shift focus to system stability and uptime, assuming that if Business Central is running, adoption is happening.

In practice, usage matters far more than availability. Measuring adoption means looking at how consistently processes are completed in the system, where workarounds still exist and how confidently people are using the data it produces.

Reinforcing new ways of working is essential at this stage. What leaders ask for, what managers measure and what gets recognised all signal whether Business Central is truly the way the business operates or just another tool. When it's embedded into performance conversations, reporting routines and decision-making, it stops being optional.

This is also where Business Central's long-term value is unlocked. The organisation moves beyond just using the system to improving how it's used. Optimisation, automation and continuous improvement become possible because the foundations of adoption are in place.

Adoption is continuous by design

The organisations that get the most from Business Central are those that accept a simple truth: adoption doesn't end. The platform evolves. The business evolves. Change is constant.

By treating adoption as a lifecycle rather than a milestone, organisations stop chasing engagement and start designing for it. Business Central becomes more than a system that went live successfully; it becomes a platform the business grows with.

PIONEER: the approach for simpler change management

The ideas behind successful Business Central adoption aren't new. Most organisations understand, at least intellectually, that people, process, data and behaviour matter just as much as technology. The challenge is turning that understanding into something repeatable under real project pressure.

We designed PIONEER as our approach to help clients do exactly that. Starting from project launch, it encompasses every stage of the adoption lifecycle. And it's built to address the exact challenges that cause adoption to stall: unclear intent, late engagement, confidence gaps at go-live and value leakage after the project ends.

Below, we've listed the key stages of PIONEER and the focus in each, so you can see what good, intentional change management looks like.

1. Plan: creating awareness and intent

The plan stage begins as soon as the project is set. But it exists to do more than set up governance and timelines; it's where the purpose of the Business Central programme is defined in business terms: why the organisation is changing, what success looks like and what trade-offs are worth making. By defining these explicitly, it directly supports the awareness stage of adoption, removing uncertainty and preventing the rumour-led narratives that derail engagement later.

This is also where we'll work with you to determine visible executive sponsorship. Change impact by role is considered early, so no one is surprised when processes, controls or visibility shift. Internal champions are identified before resistance appears, giving the programme trusted voices from day one.

By the time the plan stage is complete, people may not know exactly how Business Central will work yet, but they'll know why it matters and what the journey is trying to achieve.

2. Investigate: building understanding through real context

The investigate stage is where understanding starts to take shape.

Rather than jumping straight into configuration, we use this phase to explore how the business really operates today, where friction exists and where Business Central can genuinely add value. Workshops aren't just about capturing requirements; they're about connecting processes end to end and helping users see how their role fits into the wider picture.

This is where many adoption problems are either prevented or baked in. When users are involved early, they start to understand not just what the system will do, but how decisions made in one area affect others. Standardisation begins to make sense. Data discipline feels purposeful rather than bureaucratic.

Investigate directly supports the understanding stage of adoption. It moves people beyond seeing Business Central as a new system and towards recognising it as the operational backbone.

3. Orchestrate: designing for adoption, not just functionality

The orchestrate stage is where design decisions are made and where many adoption problems are either prevented or hardwired into the solution.

Using the requirements as an input, PIONEER designs a solution that fits your real needs, covering Business Central configuration alongside infrastructure, integrations, custom components and third-party tools. Crucially, this stage also considers data preparation, migration strategy and adoption approach as part of the design, not as afterthoughts.

This is where over-customisation is actively challenged to avoid using technology to preserve habits that undermine long-term value. Standard Business Central functionality is positioned as an intentional choice, aligned to scalability, automation and insight.

Orchestrate strengthens understanding and begins laying the groundwork for confidence, ensuring the solution people see later feels logical, purposeful and connected to the way they work.

4. Nurture: building confidence before go-live

Nurture is where the vision becomes tangible. During this phase, the solution is configured and built through dedicated sprints, with thorough testing covering data migration, integrations and core processes. Rather than rushing toward go-live, the nurture stage reduces risk and build familiarity.

This stage matters because confidence doesn't suddenly appear at training. It's built through exposure, iteration and seeing the system behave in realistic conditions. By the time user testing begins, the solution feels recognisable rather than foreign.

Nurture quietly addresses one of the most common adoption failures: expecting users to feel confident in a system they've barely seen until the final weeks.
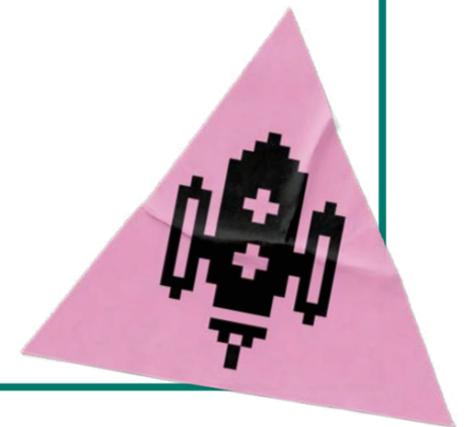
5. Engage: creating ownership before the system is live

Engage is where adoption accelerates. Users across the business are actively involved in testing the solution, validating that it meets requirements and shaping final refinements. This gives people a stake in the outcome and builds trust before go-live pressure kicks in.

At the same time, training is prepared, support teams are engaged, data migration methods are finalised and a detailed cutover plan is produced. The path to live isn't left to chance.

From an adoption perspective, 'engage' is where understanding turns into confidence. People aren't just told how Business Central will work; they experience it, influence it and see that it fits.
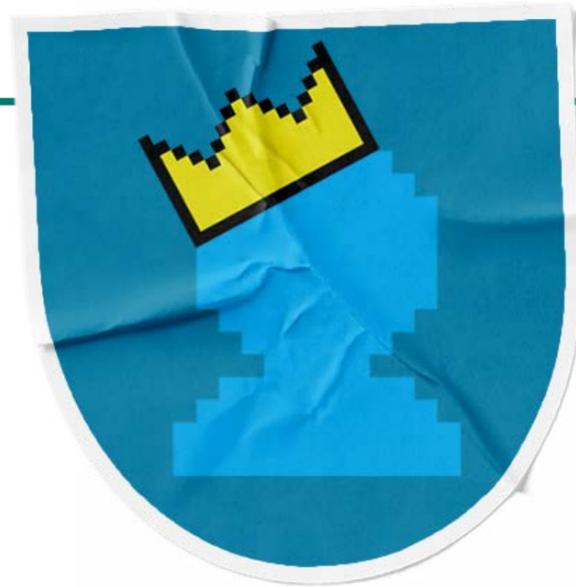
6. Execute: protecting confidence when it matters most

Execute is where many programmes technically succeed and behaviourally fail – so getting it right matters.

As the solution moves into production and final data loads are completed, the focus shifts to readiness. Communications support the wider business. Support teams are handed ownership before go-live (not after), ensuring continuity and control.

This is the moment where confidence is either reinforced or broken. PIONEER's structured approach reduces panic, normalises learning curves and prevents the 'good luck' handover that drives people back to old habits.

Execute aligns directly to the confidence stage of adoption: the point where users decide whether they trust themselves and the system under real pressure.

7. Reinforce: turning use into habit and value

Reinforce is where most methodologies stop, and where PIONEER deliberately continues.

Post-go-live, the focus shifts to optimisation, learning and long-term support. The project team provides structured post-live support, helping users through early adoption challenges rather than leaving them to cope alone. Lessons learned are captured to strengthen future iterations of the platform.

The solution is formally onboarded into managed services, embedding Business Central into business-as-usual support and governance. This is where habit forms. The system becomes the default way of working, not the new thing people tolerate.

Reinforce aligns to the habit stage of adoption, ensuring that value is sustained, not just delivered.

Why it works

PIONEER works because it respects reality.

It acknowledges that adoption starts before build, peaks at go-live and is proven long after the project ends. It designs for human behaviour, not just technical milestones. And it turns best practice into something repeatable under real delivery pressure.

That's how Business Central becomes more than a successful implementation. It becomes a platform people trust, use and grow with. And it's testament to the importance of a structured framework to change management that runs alongside every project stage.

Tackling the human side of resistance

Resistance to Business Central is rarely about the technology itself. Look a little deeper, and they're almost always signals of something more human going on underneath. Let's dive into common points of resistance and what they really tell you:

What resistance commonly sounds like

After go-live, the same phrases tend to surface again and again:

- **"It's slower than Excel":** On the surface, this sounds like a productivity complaint. In reality, it's often about losing the personal flexibility and control that spreadsheets provide. Excel feels fast because it's familiar and forgiving. Business Central feels slower when confidence hasn't caught up yet.

- **"The old system was easier":** This usually isn't a statement about features or usability. It's about predictability. People knew where the edges were with the old system — and how to recover quietly when something went wrong. New systems remove that safety net before people feel ready.

- **"Business Central doesn't work for our business":** This one tends to trigger the most concern, but it's rarely a literal claim. More often, it reflects discomfort with standardisation, transparency, or the way system-led processes expose inconsistency that used to stay hidden.

None of these objections mean people are unwilling to change. When you strip the language back, resistance usually comes down to a small number of very human responses:

- Loss of control as work moves from personal tools into shared, system-led processes

- Fear of visibility as data, approvals and decisions become more transparent

- Skill gaps feeling more exposed when mistakes are easier to see

- Change fatigue, especially where transformation has been constant

These reactions aren't irrational. They're what happens when people are asked to perform differently while still being judged on outcomes.

How to respond

The instinctive response to resistance is often to correct it: to explain why Business Central is better, faster or more capable. But arguing with the surface objection usually misses the point.

When people feel uncertain, defensive or exposed, logic doesn't land. What they need first is reassurance that it's safe to learn, to slow down briefly and to ask questions without consequence. Until that safety exists, objections persist — no matter how good the system is.

Resistance softens fastest when leadership behaviour changes the environment around people, not just the message being sent.

- **Practical leadership behaviours matter more than words.** When leaders consistently use Business Central themselves, ask for data from the system, and resist side channels, it sends a powerful signal about what 'good' looks like.

- **Manager-led reinforcement makes or breaks adoption.** Managers shape day-to-day behaviour. When they encourage learning through mistakes, reinforce system-led processes, and avoid bypassing BC to "just get things done", confidence grows. When they don't, workarounds become normalised.

- **Psychological safety accelerates learning.** People need to feel safe admitting they're unsure, getting something wrong, or needing help. When mistakes are treated as part of the transition rather than personal failure, confidence builds far more quickly.

Resistance isn't a sign that Business Central is failing. More often, it's a sign that people are in the middle of change — aware enough to feel the impact, but not yet confident enough to feel fluent.

Organisations that recognise this respond with patience, consistency and reinforcement rather than frustration. Over time, the objections fade, not because they were shut down, but because the new way of working starts to feel normal.

Practical adoption tips to make Business Central stick

Successful Business Central adoption isn't driven by one big intervention. It's the result of consistent, practical choices made across people, process, data, training and governance. The tips below bring those choices together into a set of actions organisations can apply throughout the lifecycle.

1. Start with people, not the platform

As we've already mentioned: people are naturally resistant to change. So, you need encourage people to accept change to get results. Here's how:

- **Secure visible executive sponsorship:** Executive sponsorship needs to go beyond signoff and steering group attendance. Sponsors should actively reinforce why Business Central matters, how it supports the organisation's direction and what good adoption looks like in practice. When leaders consistently talk about BC in the context of outcomes — not features — it legitimises the change.

- **Equip managers to lead the change:** Managers sit closest to day-to-day behaviour, which makes them critical to adoption. They need support to hold meaningful conversations about how roles are changing, where expectations are shifting and how people will be supported through the transition. Addressing resistance early and openly prevents it from becoming entrenched.

- **Build a network of change champions:** Change champions should be chosen for influence and credibility, not job title. When champions reflect real roles across the business, they become trusted translators between project intent and operational reality. Post go-live, they play a key role in reinforcing new ways of working and normalising the system.

2. Simplify processes first

Business Central works best when it's supporting clear, consistent processes over complexity. So, pin down your processes first.

- **Challenge legacy ways of working:** Manual workarounds, exceptions and 'special cases' tend to surface quickly during implementation. This is an opportunity to ask whether they still serve the business. Reducing unnecessary variation makes processes easier to adopt and easier to automate.

- **Design for standard Business Central:** Out-of-the-box functionality should be the starting point, not the fallback. Over-customisation often feels reassuring in the short term, but it increases complexity and undermines adoption long-term. Standard BC should feel like a conscious, value-driven choice, not a compromise.

- **Choose customisation selectively:** In some cases, customisation is necessary to address niche needs. Using it in these instances helps organisations get greater value from the system. If you do need to customise, think carefully about why: is it a genuine need, or is it a comfort? Could there be a better way of doing it or is this the only option? By choosing customisation options only when necessary, you minimise complexity and focus on value.

- **Align processes to business outcomes:** People are more willing to change how they work when they understand what they gain. Linking process changes to efficiency, control, scalability or insight helps users see standardisation as an enabler, not a restriction.

3. Make data readiness a non-negotiable

Trust in Business Central lives or dies on data. The higher quality it is, the greater your results.

- **Define data ownership early:** Clear accountability for customers, vendors, items and dimensions prevents confusion and finger-pointing later. Ownership shouldn't stop at go-live — people need to know who maintains data as part of business as usual.

- **Introduce data quality gates:** Not all data needs to be perfect, but it does need to be trusted. Defining what 'good enough' looks like before migration avoids lastminute panic and prevents poor data from undermining confidence in reporting and processes.

- **Limit data to what users actually need:** More data isn't always better. Migrating unnecessary history creates noise and confusion, making adoption harder. Focusing on relevance improves usability and trust from day one.

4. Deliver training that reflects real work

Training should prepare people for reality, not just the happy path. Here's what to consider:

- **Train by role, not by module:** Users care about their tasks, not system menus. Structuring training around day-to-day responsibilities helps people see Business Central as a tool that supports their job, rather than something they need to navigate.

- **Focus on real scenarios and exceptions:** Month-end close, approvals, corrections and errors are where confidence is tested. Training that ignores these pressure points leaves users unprepared for the moments that matter most.

- **Reinforce learning after go-live**: Adoption doesn't lock in at go-live. Post-live support, refreshers, and just-in-time guidance help turn knowledge into confidence and confidence into habit.

### 5. Put governance and security in place without slowing adoption

Good governance builds trust when it's designed intentionally. Here's how to establish it:

- **Establish clear governance ownership:** Roles and responsibilities for permissions, changes and extensions need to be defined early. Clear decision-making prevents bottlenecks and avoids informal workarounds becoming the default.

- **Use role-based security to build confidence:** Aligning permissions to job responsibilities reduces risk and helps users understand what they're accountable for. Over-permissioning may feel faster, but it erodes trust and control over time.

- **Treat governance as ongoing, not one-off:** Business Central evolves continuously. Regular reviews ensure security, controls, and processes remain aligned as the platform and the business grow.

6. Turning practical actions into long-term adoption

Adoption becomes sustainable when it's reinforced consistently, not managed episodically.

- **Reinforce adoption through measurement:** System uptime doesn't equal success. Tracking usage, behaviour, and process completion provides a far clearer picture of how Business Central is actually being used.

- **Make adoption part of business as usual:** When BC is embedded into reporting, performance conversations, and decision-making, it stops being optional. The system becomes the natural place work happens.

- **Prepare for continuous change in Business Central:** Updates and enhancements are part of the platform's strength. Managing them deliberately (without overwhelming users) prevents adoption fatigue and keeps momentum moving forward.
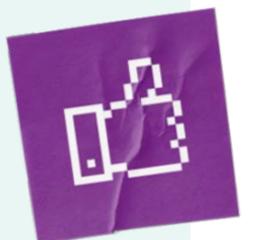
Measuring adoption and proving ROI

One of the fastest ways Business Central programmes lose momentum is by assuming adoption has happened simply because the system is live.

But without measurement, it's impossible to know whether Business Central is genuinely changing how the business operates or just sitting alongside old habits.

If you can't measure adoption, you can't improve it. And if you can't improve it, you can't prove return on investment.

Fortunately, measuring adoption doesn't require complex tooling or vanity metrics. It requires a clear view of how consistently Business Central is being used as the system of record for core processes. The most useful indicators tend to focus on behaviour rather than system health:

- **Feature usage versus licence allocation:** Are people actually using the functionality they've been licensed for? Low usage often highlights training gaps, role confusion or process avoidance long before they show up as performance issues.

- **Process completion in Business Central versus offline:** Which processes are fully completed in BC, and where are spreadsheets, emails or parallel tools still being used? This is one of the clearest signals of where adoption is holding or leaking.

- **Error rates and rework:** High correction volumes, reversals or manual adjustments often point to confidence gaps, unclear processes or data quality issues. Over time, strong adoption should see these rates fall, not rise.

- **Time-to-task comparisons before and after Business Central:** Adoption isn't just about usage; it's about efficiency. Comparing how long key tasks take before and after BC provides tangible evidence of operational impact — especially for finance and operational leadership.

Taken together, these metrics move the conversation away from opinion and towards evidence.

But the real power of adoption measurement is in linking usage to outcomes the business already cares about.

Improved adoption shows up as faster month-end close, fewer manual adjustments and greater confidence in financial reporting. It shows up in reduced rework, clearer audit trails and more consistent process execution. It shows up in better-informed decisions, because leaders trust the data they're seeing.

When adoption metrics are connected to financial and operational performance, the value of Business Central stops being abstract. It becomes demonstrable.

This is also where continuous improvement becomes possible. Instead of asking whether Business Central is "working", organisations can ask where it's working well, where it's underused and what support or reinforcement will unlock the next layer of value. By taking a proactive approach to adoption, you'll see strong returns and faster time to value.

The role of your Business Central partner in change and adoption

Business Central adoption is not something an organisation does alone. When you work with an implementation partner, they play a defining role in shaping how the system is designed, how change is handled and whether adoption is set up for long-term success.

The strongest Business Central partners understand that their responsibility doesn't stop at getting the system live. They design and deliver with adoption in mind from the start.

- **Challenging poor process decisions:** Good partners don't simply document and automate whatever exists today. They ask uncomfortable questions about why processes work the way they do, where complexity has crept in and whether legacy habits are worth preserving.

- **Designing with change in mind:** Decisions about configuration, customisation, data, and security all shape user behaviour. Strong partners understand the human consequences of technical choices and design solutions that people can realistically adopt, not just technically operate.

- **Supporting post-go-live maturity, not just delivery:** Partners that stay engaged after launch — supporting optimisation, reinforcing new ways of working, and helping organisations grow into the platform — are the ones that help Business Central deliver sustained ROI.

Red flags to look out for

Adoption rarely fails because of one dramatic mistake. It erodes through small, well-intentioned decisions that prioritise short-term comfort over long-term success. If you spot these signs, it may indicate your partner is leading you to chaos.

- **The "that's out of scope" mentality:** When partners disengage from adoption-critical conversations because they sit outside a narrow delivery scope, they leave organisations exposed. Change doesn't respect scope boundaries, and neither should good delivery thinking.

- **Over-customisation to avoid difficult conversations:** Customisation can feel like the easy answer when users push back. But using technology to avoid addressing process discipline, data quality or behaviour change only delays the problem and harms adoption.

- **Walking away at go-live:** Treating go-live as the finish line ignores the most fragile stage of adoption. When partners disappear just as users are under real pressure, confidence drops and workarounds resurface fast.

The difference between a technically successful Business Central project and a genuinely successful one is the quality of challenge, guidance, and support provided along the way. Partners who enable adoption are willing to slow things down early to speed things up later. They prioritise long-term behaviour over short-term agreement. And they stay accountable for outcomes, not just deliverables.

Adoption is where Business Central delivers its real advantage

Business Central doesn't create value at the moment it goes live. It creates value over time, as people learn to trust it, rely on it and use it as the backbone of how the business operates. It's a journey that continues long after implementation banners come down.

Organisations that recognise this and invest deliberately in change consistently outperform those that don't. They move faster through disruption. They realise benefits sooner. And they avoid the slow erosion of value that comes from workarounds, shadow systems, and partial use of powerful functionality.

The difference isn't the technology. Business Central is already capable. The real competitive advantage lies in how well people use it: how confidently they work within system-led processes, how much they trust the data it produces, and how embedded it becomes in everyday decision-making.
That's where many programmes succeed or fail.

Infinity Group exists to help organisations cross that gap. Through our PIONEER methodology, we combine deep Business Central expertise with a practical understanding of how people and businesses actually change. We don't just help you implement Business Central — we help you adopt it, optimise it and grow with it. It's why we were named **Microsoft's Partner of the Year for Business Central.**

If you're planning a Business Central implementation, approaching go-live or looking to unlock more value from a system you already have, we'd love to talk. Because we know value comes from making systems work, day in and day out. And we know exactly how to get you there.

Get in touch with Infinity Group to start your Business Central adoption journey — and make sure the value you've invested in actually sticks.

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Get in touch