

RYZER Pulse

GTM Motion

Microsoft Announcements

Patch Tuesday

RYZER Feedback

The Offer Problem No One Talks About

Microsoft sellers are not avoiding your calls. They are managing their risk. When a partner's Copilot offer lands in front of an SMB customer without a defined scope, clear licensing prerequisites, or a deliverable the seller can describe in one sentence, the seller owns what follows. The clarifying conversations, the customer confusion, the timeline questions they can't answer all come back to them. The partner gets one introduction. The seller moves on.

Most SMB-focused MSPs and SIs diagnose this as a relationship problem. The seller isn't engaged. The territory isn't active. The customer isn't ready. The real problem is the offer. An offer that requires explanation before it can be introduced is not a co-sell offer. It is a capability pitch with a co-sell label on it.

For Copilot and AI work, the friction points are predictable. Scope that describes "AI transformation" without naming a specific deliverable. Licensing assumptions that don't hold at SMB scale. Most SMB customers need M365 Business Premium or higher to run Microsoft 365 Copilot, and a significant portion of the market isn't there yet. Timelines built for delivery cycles an SMB customer can't absorb or a seller can't defend. Outcome language so broad that neither the seller nor the customer knows what success looks like at day 30.

A Microsoft seller introducing a Copilot offer to their SMB customer is putting their own relationship with that customer on the line. Partners who understand this build their offers accordingly. Defined entry point. Named deliverable. Stated licensing prerequisites, including the readiness path for customers who don't qualify yet. A timeline measured in weeks. An outcome the customer can verify without a follow-up call to ask what happened.

"A co-sell offer isn't ready when you can explain it. It's ready when a seller can."



Sandie Knight

Partners running that kind of offer get introduced again. Partners who don't get one shot, one uncomfortable explanation, and a seller who quietly routes the next Copilot opportunity elsewhere.

That is not a relationship problem. It is a systems problem. And the system starts with the offer. *Not sure your offer would survive a seller's introduction? That's the conversation to have before the next Copilot deal moves without you.*

TWO PATHS. TWO OUTCOMES.

The difference is **your offer**.



RYZER Tips

- **Microsoft sellers route Copilot opportunities** to partners whose offer they can hand to an SMB customer without explaining it first.
- **A seller spots a licensing mismatch before the customer ever does**, and routes the opportunity to a partner who checked first.
- **The partner who gets introduced a second time** is the one who made the first introduction easy for the seller to defend.

Book a FREE RYZE Strategy Session

💡 **Book a RYZE strategy session and leave knowing whether your offer is co-sell-ready and exactly what to fix if it isn't.**

The heartbeat of the partner community. Each week we surface real stories and questions from Microsoft partners—pulled from Patch Tuesday calls, field conversations, and direct feedback—to help you spot patterns, avoid pitfalls, and stay ahead.

“Our Copilot offer works in direct sales. Why change it for co-sell?”

Co-sell starts with the seller, not you. Your offer must stand on its own when introduced without a discovery call. Package the entry point first. Scope later.

“Most of our SMB customers aren't on Business Premium. Are we disqualified?”

No. Create two offers: readiness for customers who aren't licensed yet and deployment for those who are. The wrong entry point is what stalls seller engagement.

WHAT TO DO THIS WEEK

Three actions. Three results. A co-sell offer Microsoft sellers will actually introduce.



MAKE IT EASY. GET INTRODUCED AGAIN.
The right offer gets the next call.

[AI Business Solutions FY27 Partner Investments](#)

[Community Call: July 8](#)

[MCAPS for Partners is July 22, 2026](#)

[Microsoft Partner FY27 GTM Kickoff - July 28](#)

[Microsoft Ignite Registration - Nov 17-20](#)

[Partner of the Year Awards](#)

[June Partner Center Announcements](#)

[Microsoft Partner Blog](#)

[Americas Partner Blog](#)

[Multi-Country Partner News & Resources](#)

[Microsoft Events Portal](#)

[Microsoft Learn](#)

[Partner News | Microsoft Community Hub](#)

[Microsoft Marketplace Community](#)

Patch Tuesday Preview

RYZE MEMBERS ONLY

[Tuesday, June 30th- 1PM EST](#)

Lesson:

Co-Sell Ready Was the Start:
Anatomy of a Co-Sell Deal



RYZER Feedback

We want to hear from you!

This week's question: *If a Microsoft seller introduced your Copilot offer to an SMB customer today, what would they have to explain, qualify, or walk back?*

Send your reply to ryzeup@ryze-partners.com. We'll feature a few partner perspectives in an upcoming issue of the RYZE Report.

[in](#) Follow us on LinkedIn

Not a current subscriber? [Subscribe here](#)

Missed an issue? [Access Archive Library](#)